

Talent Management: Optimizing Employee Potential to Increase Organizational Competitiveness

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Abstract. This study aims to understand how talent management can be applied in organizations to optimize employee potential and increase organizational competitiveness. This research uses a qualitative approach with descriptive methods. The results of the study show that talent management can be implemented by carrying out three strategic stages, namely: (1) identification and development of employee talents, (2) selection and placement of employees according to company needs, and (3) development and awarding of outstanding employees. In addition, it was also found that talent management must be carried out in a sustainable manner and integrated with the company's business strategy. In conclusion, this study shows that talent management can be an effective strategy in increasing organizational competitiveness through optimizing employee potential. Therefore, human resource managers need to pay attention to key factors in implementing talent management, such as employee talent identification, employee selection, and employee development, and ensure that the talent management strategy is integrated with the company's overall business strategy. This research provides practical implications for human resource managers in managing talent and increasing company competitiveness.

Keywords: Talent Management; Human Resources; Employees; Competitive Advantage.

1. Introduction

The development of industrial and business dynamics that are increasingly fast has an impact on increasingly complex organizational management, encouraging companies to be able to analyze and anticipate any changes in the environment or business climate by responding quickly, precisely, effectively and efficiently to win the competition. [1] Competition may be seen at the market level, but the market is not a place of true competition. Dominating market share, quality products, high technology, or a good service system and large profits are the result of a concept, thought, planning and execution of decisions from talented human resources.[2]

The advantage of a company that is not supported by qualified talent will experience a momentary threat of success. Strategies and programs that are not supported by inadequate talent can lead to difficulties in implementing the strategies and programs that are made. An investment, research and development, process or the latest technology, if carried out by human resources at a sub-standard level, will only cause a loss to the owners of capital, shareholders and top management.[3]

An organization's strong competitive advantage in the long term occurs when the company is able to produce more talent than needed. It's time for the company to change the mindset that the company's competitive advantage begins with humans and ends with humans.[4] Thus the company must really take a key initiative to recruit, maintain and develop

talented human resources in the company as the most valuable asset when compared to all assets owned, because the presence of talented human resources in the company will produce excellent performance. company.[5]

Company performance is not only determined by *financial capital*, machines, technology, and fixed capital, but is actually influenced by *intangible capital*, namely human resources. David Ulrich, Professor of Michigan University in Pella & Inayati (2011) stated that "developing human resources at all *levels* of the organization will be the main factor influencing the growth and excellent performance of the organization." [6] High-quality employees are the single most difficult element of competition to imitate. "Never be afraid to develop people, because even if I had the money and the brand, I would be nothing without talented leaders." Organizational talent will not emerge overnight. Talents are obtained through a paradigm shift towards humans, followed by continuous efforts to identify, develop, motivate and retain the best talent in the company. Therefore, a talent management system is needed.

Talent Management is basically a process that involves the utilization, development and management of strategic capabilities that are essential for the success of a business organization. The goal of Talent Management is to help individuals to be energetic, motivated and work for the long term. [7] According to Serban & Andanut (2014) talent management can shape individuals to achieve their full potential with the hope that this potential can be compensated for with loyal commitment, motivation and high productivity. [8] According to Serban & Andanut (2014) managerial and leadership talent is something that is needed because this brings competitiveness, innovation and growth. [8]

The process of identifying, assessing, cultivating, and allocating talented human resources can be referred to as talent management. This can be a comprehensive strategic strategy that aids in achieving the best performance and organizational performance. [9] Considering the description given above, the management of human resources that is referred to as talent management can begin with the recruitment process, employee placement, performance appraisal, training, and career development, and continue until employees leave the company. In a broad sense, talent management can start from the recruitment process and continue until employees leave the firm.

It is in fact the responsibility of the Department of Human Resources, sometimes known as HR, to lay the groundwork for the achievement of business success by recruiting new workers and enhancing their existing abilities. However, the issue of training staff to be dynamic, motivated, and in the long run, to engage in organizational processes must be the responsibility of all management, from the CEO all the way down to the lowest supervisor. This responsibility extends from the top to the bottom of the organizational hierarchy. [10] In order for businesses to be successful in meeting the demands of today's marketplace, they are going to need to implement talent management systems, which bring together the collaboration and communication of managers working at all levels. In addition, the procedures involved in talent management need to be more strategic, linked, and comprehensive than they have ever been. In today's highly competitive market conditions, businesses are able to endure and even continue to develop if they conduct talent analysis and ensure that the proper individuals are assigned to the roles that suit them best.

2. Methods

This investigation employs a qualitative descriptive methodology. Qualitative research is conducted because the researcher wishes to investigate phenomena that cannot be quantified

in a descriptive manner, such as the process of a work step, the formula of a recipe, the notions of a variety of concepts, the characteristics of goods and services, pictures, styles, procedures a culture, the physical model of an artifact, etc. Sugiyono (2011) defines qualitative research as a research method based on the philosophy of postpositivism that is used to examine the conditions of natural objects, where researchers are the key instruments, data collection techniques are triangulation, data analysis is inductive or qualitative, and qualitative research results emphasize meaning over generalization.[11]

Qualitative descriptive research, according to Nana Syaodih Sukmadinata (2011), is intended to describe and illustrate extant phenomena, both natural and man-made, with a focus on characteristics, quality, and interrelationships between activities.[12] In addition, descriptive research does not provide treatment, manipulation, or changes to the examined variables; rather, it describes a condition as it is. The only treatment administered was the research itself, which involved observation, interviews, and documentation. This study examines the application of Talent Management to optimize employee potential in order to increase organizational competitiveness; therefore, the researcher employs a qualitative descriptive research approach.

3. Results And Discussion

3.1 Talent Management to optimize Employee Potential

Human resource management, by contrast, typically uses financial incentives and monetary rewards to encourage personal growth in line with management performance. Meanwhile, talent management (where talent is defined as a certain level of competence) is a human resource management process that is related to three processes: developing and strengthening new employees when they first enter the company; maintaining and developing existing employees; and attracting as many employees as possible who have the competence, commitment, and character to work for the company.[13]

The phrase "talent management" was coined by McKinsey & Company in a 1997 study. Talent management was included as a chapter title in a book written by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod the following year. Talent management is a method of human resource management in which businesses make an effort to more closely align the processes of recruiting, interviewing, hiring, inducting, training, evaluating, promoting, and releasing workers with the needs of the business as a whole.

Workers that possess exceptional skills are more valuable than their peers. Because of their quick, original thinking and above-average job skills, they play a crucial role in hastening the organization's progress toward its goals. However, despite all of the benefits and major responsibilities they play, they also face a unique worry: they get bored easily. Someone like that is always up for a challenge. In contrast to those who thrive on routine and predictability, those who are exceptionally gifted experience a rush of excitement whenever they do anything brand new. This worker can tackle difficult tasks, even if the toughest ones lie within oneself.[14]

Therefore, these personnel require unconventional management strategies. Treating them in the conventional manner will only deter them from focusing on the company's goals. The model of superiors giving subordinates "direction" as to what must be done in order to complete task is obsolete. This group of workers tends to have a rebellious streak. There will be a chilling effect on free speech as a result of all the rules and regulations that must be followed. Talented workers can even offer suggestions to management on how to speed up the organization's progress toward its goals.[15]

As some of the current leaders retire, the need for efficient talent management is rising to fill the void left by their departure. There aren't enough qualified managers and experts available around the world to fill these positions of leadership. Therefore, it is crucial for businesses to have the resources to spot the most brilliant workers, invest in their development with relevant education and experience, and keep hold of them over the long term. Human resource management, or HRM, has historically been the purview of the HR department and has included such activities as recruitment, training, succession planning, and talent management. However, successful businesses now understand that relying on a single division to achieve goals is unrealistic. The success of the program depends on the combined efforts of all relevant departments and their respective managers. Every manager, no matter how junior, contributes to the organization's talent pool.[16]

Optimizing the potential of employees in a company with a talent management approach can be carried out in 3 stages, namely a) identification and development of employee talents, b) selection and placement of employees according to company needs, and c) development and awarding of outstanding employees. Schematically described as follows:

3.1.1 Identification and development of employee talents

Talent management is a strategic approach that focuses on developing employee potential as the company's main asset. In practice, talent management is carried out by identifying, recruiting, retaining and developing employees who have extraordinary potential and abilities. One way to optimize employee potential is to identify and develop employee talents.

Identification of employee talents is done by identifying the characteristics and abilities of employees that differentiate them from other employees. This can be done by conducting performance appraisals, psychological tests, and interviews with employees. Once an employee's talent has been identified, the company can develop a development plan to maximize the employee's potential.

Employee talent development can be done in various ways, such as training, various work experiences, mentoring, and career development. Training can be conducted to improve employee skills in certain areas, while diverse work experience can provide opportunities for employees to learn and develop in various tasks and responsibilities. Mentoring can also help employees gain deeper understanding and skills about their jobs, and help them develop their potential. Career development is also important to maintain employee motivation and loyalty to the company.

In practice, talent management requires strong commitment from management and employees. Companies must ensure that employees feel valued and recognized for their contributions, and provide opportunities to develop their potential. On the other hand, employees must also have the will and determination to learn and develop, and contribute optimally to the company.

Overall, talent management is a strategic approach that can help companies optimize employee potential and achieve better business goals. Identification and development of employee talents are two important components of talent management, and must be carried out continuously to ensure the company's long-term success.

3.1.2 Selection and placement of employees according to company needs

After the employee talent identification and development stage has been carried out, the company needs to select and place employees according to the company's needs. Selection and placement of the right employees will ensure that the company has the right employees in the right places, thereby increasing the efficiency and productivity of the company.

The employee selection process involves various stages, such as initial screening, psychological tests, interviews, and references. The aim is to ensure that the selected employees have the abilities, skills, and experience that match the needs of the company. In addition, companies also need to consider aspects of the personality and values of employees, to ensure that they can adapt and contribute well to the corporate culture.

After the employee is selected, the company needs to place him in a position that suits his abilities and skills. The right placement will help employees to develop and give maximum contribution to the company. Placement also needs to pay attention to employee career goals, so as to provide opportunities for better career development.

The process of selecting and placing good employees can help companies to improve performance and achieve better business goals. The right employee in the right place can increase a company's efficiency and productivity, and help create a positive and productive work environment. Therefore, companies must ensure that the process of selecting and placing employees is carried out carefully and in a timely manner.

3.1.3 Development and Awarding of outstanding employees

Development and awarding outstanding employees is one of the important things in human resource management. Employees who feel valued and recognized for their contributions tend to be more motivated and productive. Therefore, companies must ensure that outstanding employees receive proper development and rewards.

The development of outstanding employees can be done in various ways, such as training, mentoring, and career development. Training can help employees improve their skills and abilities in certain areas. Mentoring can provide employees with opportunities to gain a deeper understanding and skills about their jobs. Career development can provide employees with opportunities to pursue their career goals and enhance their skills and experience.

Most companies do not have issues with sheer numbers, but rather with issues related to the quality and competence of their workforce. Work experience, learning experience, mentoring, learning organizations, on-the-job training, job rotation, facility and capacity planning, and 360-degree assessments are therefore at the forefront of the new development paradigm. It's crucial to learn on the job and draw from the knowledge of others (especially superiors) in order to succeed. Talent capacity building can continue to progress thanks to exposure to such learning opportunities. Positivity-inducing experiences are typically acquired through the performance of assigned tasks, participation in formal training, and participation in extracurricular activities.

Rewarding outstanding employees is also very important for motivating and retaining high performing employees. Awards can be in the form of money, certificates of appreciation, or bonuses. However, awards are not just about money. Appreciation given in the right way can strengthen a positive company culture and increase employee satisfaction. Companies must ensure that the development and awarding of outstanding employees is carried out regularly and consistently. This will help build a positive company culture and increase employee loyalty to the company. In the long term, developing and rewarding outstanding employees can also help the company to maintain its competitive position in the market.

3.2 Improving Company Competitiveness with Sustainable Talent Management

To increase the competitiveness of companies, it is necessary to implement sustainable talent management. The author has summarized several things that need to be done by every company or organization. First, understanding what motivates the team is highly recommended. If the manager does not know what motivates his team, ask him right away. Leaders should stop making their own assumptions, such as that the size of the office, the company cell phone, or

the day off are the answer. Misunderstanding in many ways leads to unnecessary waste. Take enough time to try to go deeper into what the employee really hopes for. Such deep understanding can increase employee satisfaction.

Second, Give important key employees. Employees now demand ownership of a clear career path, according to their individual preferences. People who have struggled in organizations for a long time have some expectations. Provide this employee with a learning management system that will allow him to control his own development plans. Provide them with what they really need to keep growing. Create an internal job market within the organization that provides greater opportunities for advancement. An open bureaucratic atmosphere, with a number of foreseeable offers of possible career paths, is a condition in which highly talented employees can feel at home in the institution.

Third, it is also necessary to develop various activities that enable employees to socialize more broadly. However employees are social beings. At a time when social interactions with networks are increasingly expanding, employees can exchange information and develop opportunities with new colleagues. Socialization recently can be done in various ways, not limited to face-to-face face-to-face meeting activities, but can also be done virtually, for example through online social networking media. Such social activities are not only beneficial for the development of employees, but also for the social standing and branding of the institution.

Fourth, For highly talented employees, providing the right reasons to stay is a wise choice. If the institution wants to be developed to be the best, then it needs the best people too. If the organization recruits the best employees, it is urgent to prepare a solid development plan. Give employees a wide opportunity to develop into the best. Various efforts are needed to help make employees experts in their respective specializations. Providing a platform that allows employees to achieve their personal best, therefore, will motivate talented employees to stay in the institution. Now the monoloyalty slogan is no longer reliable. In this case, the alignment with personal growth, partners, team success and career choices feels more meaningful.

Fifth, In talent management, recognizing star leaders and paying special attention is no longer negotiable. Cases that occur in private institutions can be used as lessons. The effectiveness of completing work done by internal leaders is much better when compared to entering new leaders from outside in certain positions, because they still have to do a lot of adaptation processes. It should be avoided, unfavorable conditions within the institution, for example due to an authoritarian superior's leadership style and do not give room for talented employees to experiment.

Sixth, Every employee is unique. Embracing uniqueness, therefore, is more beneficial than assuming that a certain treatment fits all employees. There are differences between generations, demographic origins, potential, interests and abilities of each employee. The finance section is different from the administrative service unit. Employees in the laboratory are certainly not the same as those who are engaged in marketing. Therefore, it is not appropriate for organizations to treat them in the same way and form, without considering the uniqueness and special contribution of each.

Continuous implementation of talent management will help the company to maintain a competitive position in the market. This can be achieved by paying attention to the needs and welfare of employees, and ensuring that every employee has the opportunity to develop and make the maximum contribution to the company.

4. Conclusion

Talent management is a human resource management process that focuses on three main areas: developing and strengthening new employees, retaining and developing existing employees, and attracting employees with the competence, commitment and character needed to work in the organization. Talent management aims to link the processes of recruitment, retention, selection, training, development, maintenance, promotion and transfer of employees to the main business of the organization. Employees with superior talent have more value compared to other employees because they can make a significant contribution to achieving organizational goals. However, these talented employees tend to get bored quickly and are always looking for new challenges. Therefore, managing talent requires a unique approach that goes beyond traditional management practices. Effective talent management is becoming increasingly important as the number of talented employees who can become leaders after some existing leaders retire. To optimize the potential of employees in a company using a talent management approach, three stages can be taken, namely: identifying and developing employee talents, selecting and placing employees according to company needs, and developing and giving awards to employees who excel.

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