

# ANALYSIS OF HUMAN RESOURCE DEVELOPMENT PROGRAMS THROUGH TALENT MANAGEMENT IN PADJADJARAN UNIVERSITY

Leni Rohida (Directorate Of Human Resources, University Of Padjadjaran Bandung)

Idil Akbar (Department Of Government Study, Faculty of Social and Political Science, University of Padjadjaran)

Email: leni.rohida@unpad.ac.id

**Abstract—This research aims to determine the analysis of human resource development programs through talent management at Padjadjaran University. Programs can be used to prepare cadres of future leaders so that when there is a need to fill vacant positions, organizations will be prepared with resources from within their own organizations. Talented employees who have high credibility developed and maintained will have a strong loyalty to their duties and authority, so that organizational goals can be achieved. Talent or talent can be interpreted as individuals in organizations that have more abilities or unique advantages that can make a major contribution to the achievement of organizational goals, both in terms of production or in managerial positions. Research uses participatory qualitative research methods, which emphasize the depth of the results of research where researchers are directly involved as research instruments. Data is obtained through literature studies, interviews, and direct practice. Based on the results of the analysis, the implementation of the human resource development program through talent management is an organizational initiative. Factors that influence the human resource development program consist of integrity, professional attitude, orientation to serve the community, continuous learning, and teamwork.**

**Keywords—*talent management, human resource development, university of padjadjaran***

## I. INTRODUCTION

In an organization, the existence of human resources is absolutely necessary to achieve the success of the goals to be achieved. Organizations that have human resources with talents that are appropriate to the needs of the organization will make the organization more competitive. With and maintaining people who have talent is important. Moreover, in the current era of globalization and competition in government organizations and institutions, talented human resources appear to be a major competitive advantage and an important aspect of the organization. The definition of

Talent Management varies depending on the opinions of experts. Some definitions of talent management are as follows: Talent management (or succession management) is the process of analyzing, developing, and utilizing sustainable and effective talents to meet business needs. This involves a certain process that compares talents currently in a department with the needs of its business strategy. These results lead to the development and implementation of appropriate strategies to overcome the gap or talent surplus (L. Ria Lumbantobing, 2018)<sup>1</sup>. Talent management is a process carried out by organizational management in a sustainable manner, where each stage and aspect of talent management has relevance to other stages and aspects (Pella and Inayati in Yuga Adi Kusuma, 2017: 23-40).

Talent management directed to finding the right person with skills to right position (Capelli, 2009 in Andry, 2011). Today, many corporation compete for get talented high employees, both by looking from outside or from training and regenerations. Talent management is not easy work. The difficult task for organization is to identify individuals who fit in with the culture of the organization. This is done by studying and evaluate each individual on the abilities, talents, personality, and their character, in relation to a particular position fill the void in the organization.

Identification, development and talent portfolio management, namely the number, type and quality of employees who will achieve the company's strategic operational goals effectively. The focus is on the importance of identifying optimal talent portfolios, by calculating the impact of investment on the company's ability to achieve strategic and operational targets that are appropriate or exceeding expectations. In general, in the author's opinion, talent management can be defined as a series of integrated organizational initiatives that include the process of analyzing recruiting, developing, and maintaining talented and sustainable human resources to meet the needs of organizations that aim to develop a competitive advantage as future leaders. order to support the achievement of the organization's vision,

<sup>1</sup> Opinion of CIPD, as quoted by Linda Ria Lumbantobing, <http://www.bppk.kemenkeu.go.id/publikasi/artikel/418-artikel-soft->

competency/20196 at a glance on talent management, downloaded December 10, 2018

mission, and strategy in the long run. Padjadjaran University is one of the higher education institutions that play a role in responding to changes in the demands of the labor market, as a cultural center and learning is open to all, as well as for national and international cooperation vehicles. One of the attempts to respond to these changes was in 2007 a long-term strategic plan was formulated for the period 2007-2026 with the vision of "Becoming a Superior University in the Implementation of World Class Higher Education".

Human resources are the people who are ready willing, and able to contribute to organizational goals. Of course, what is meant by organization goals here is not only for the management of human resources in the world of industry, politics, government but also for universities, both scientifically and culturally known as the concept of higher education human resource management. At present, it remains to be recognized that the management of human resource management in the University of Padjadjaran is not perfect / there are still many that need to be improved, but the improvement efforts have never stopped both those carried out in the system and from the leadership policy. Law Number 5 of 2014 concerning State Civil Apparatus Article 51 mandates that the management of the State Civil Apparatus (ASN) be held based on the Merit System, which means ASN policies and management based on qualifications, competencies, and performance fairly and fairly regardless of the background political background, race, color, religion, origin, gender, marital status, age or disability condition. Ministries/Institutions can be said to have implemented the Merit System at least 8 (eight) indicators that can be seen/assessed. These indicators can be assessed from the following: 1) Employee Need Planning; 2) Procurement of State Civil Apparatus; 3) Career and Competency Development; 4) Promotion and Mutation; 5) Performance Management; 6) Payroll, Awards and Discipline; 7) Protection and Service; and 8) Application of Support Systems.

At Padjadjaran University related to management to prepare leaders or candidates who will occupy strategic/important positions (future leaders) when the office holders enter retirement period or rotation has not been systematically arranged and well planned which all become important because it is related to development career and employee competency, and how it cannot be separated from how performance management is implemented, even though at present every employee who will hold a position in both the High Leadership Position (JPT) and Administration Position (Administrator and Supervisor) has gone through open and transparent stages with a series of assessments, but the criteria for nominating candidates to occupy positions will be filled (job target) that matches/matches the qualifications (formal education, non-formal education: certifications owned / education and training), position groups, experience in related

fields being a position requirement has not been fully carried out. On the development side, post-candidates after the assessment has not been explored so that there is no follow-up as a form of evaluation and bridging so that the candidate is still feasible or not to continue to be prepared for strategic positions if the position is vacant in the future.

## II. LITERATURE REVIEW

### A. Talent Management

Talent or talent can be interpreted as individuals in organizations that have more abilities or unique advantages that can make a major contribution to the achievement of organizational goals, both in terms of production or in managerial positions. This causes organizations to regard talents as human resources that must be maintained and maintained properly because of their values (Pella and Inayati, 2011: 82). Based on the understanding of the talents above, talent management can be interpreted as a process of utilization and management of talent possessed by the organization to provide certainty of the availability of talents that are in accordance with organizational needs in various aspects, both aspects that are the core competencies of the organization front. In a broader understanding, talent management can also be understood as a series of processes involving various efforts made by the organization to manage employees who have high potential through the process of selection, development and maintenance, which produces selected employees who can contribute to value and productivity organization (Pella and Inayati, 2011: 82). Talent management is part of the process carried out by organizational management in terms of fulfilling the availability of employees who have talent in the organization (Dhanabhakya and Kokilambal, 2014). Talent management is a form of implementation of an integrated strategy or a system designed to increase organizational productivity by developing processes to attract, develop, maintain, and maximize high-quality human resources that are in accordance with the needs of the organization, both the current needs regarding technical issues of work and needs future related to organizational leadership (Kehinde, 2012). According to Berger and Berger (2008: 4), talent management is a proactive process carried out by organizational management, which in practice must always refer to three things as follows: *First*, focus on identifying, selecting, developing and maintaining high-performance employees who are examples for other employees. *Second*, focus on identifying and developing employees who have high qualification as a future leader of the organization. *Third*, focus on classification and investment in employees in accordance with the contributions given to the organization.

Talent management is a management activity that has important values in the organization. This is based

on the fact that it increasingly increases competition among organizations so that every organization always needs superior human resources who are supporters of each organization's activities. Excellence or talent requires management or management that can protect the existence of talents in the organization, so the organization does not need to recruit external talent that requires high costs and relatively long training time with results that are not necessarily in line with expectations. With the talent management, the organization can find talent in the organization, then develop and maintain these talents so that in the future it can become an organizational asset that meets the criteria and needs in various aspects (Smilansky, 2008: 20). Pella and Inayati (2011: 84) state that talent management is a process carried out by organizational management on an ongoing basis, where each stage and aspects of talent management have relevance to other stages and aspects. Broadly speaking, the talent management process consists of the following stages: 1) Stage of planning talent needs; 2) Establishment of an organizational image as an attraction for talents high in the talent market; Manage new talent who joins the organization and puts it in productive parts of the organization; Implementation of talent maintenance programs to be able to maintain the presence of talent in the organization; and 5) Ensure the availability of talents to every part of the organization to be able to increase the excellence of each line in the organization.

#### *B. Talent Management Framework*

According to Pella and Inayati (2011: 84), the process carried out in talent management consists of core components that make up the talent management framework. The core components include various processes as follows:

1. The recruitment and selection process includes the efforts made by the organization in identifying technical skills, competencies, commitments, characters and various other talent elements that are in accordance with the needs of the organization, to further search and select human resources that meet these various criteria.
2. The orientation process, related to organizational programs in welcoming new talents who enter the organization through the introduction of formal and informal to be able to introduce the organization to these new talents, so they can immediately provide results and contributions to the organization.
3. The process of performance management, related to the efforts and ways carried out by the organization in terms of managing the performance of the entire part of the organization, to ensure that each part contributes to the company's productivity and value to the fullest and most consistently.
4. The process of recognition and retention includes the efforts made by the organization to identify

and provide recognition and appreciation for talents in the organization through the provision of incentives or rewards so that these talents will survive and continue to try to contribute to the maximum.

5. The process of education and training, related to the efforts made by the organization in providing opportunities and facilities to talents within the organization to develop capabilities, skills, and knowledge through development and training programs that provide improvements in accordance with organizational needs and changes in the business environment.
6. The process of developing cadre is related to the efforts of the organization to maintain the availability of talents who will fill important positions in the organization. Development of regeneration includes investment activities and developing the ability of talents within the organization to be able to have qualifications as leaders or core components in the organization in the future.

#### *C. Characteristics of Talent Management*

Pella and Inayati (2011: 89) mention the characteristics of talent management who have success in managing organizational talent as follows:

1. Having development-oriented thinking. Organizations with talent management that are oriented towards development will place employee development as a high priority.
2. Implement a high-performance culture. Organizations that apply a high performance culture will always try to determine the basis of performance measurement for each position in the organization, which is a reference in the assessment and compensation.
3. There is management support or organizational leaders. Management talents need support from organizational management, senior leaders, directors or general managers of organizations through the provision of guidance, education, and empowerment of employees who are considered to have the talent to fill important positions in leadership or other positions in the organization.
4. Implementation of a good human resource information system. Talent management needs to be supported by the existence of appropriate and up-to-date infrastructure, investment, and human resource information systems. This can be obtained through good collaboration between the coordinator and the human resource management section in documenting the career transaction or the position of each employee in the company, which can be used as a reference in employee development and training.

#### *D. Talent Management Process*

Human resource management has developed far from the previous era, more to carry out administrative functions to be more strategic. One of the strategic functions of human resources in organizations is to prepare human resources or talents in organizations that have the capability and potential to support the achievement of organizational strategies now and in the future. Implementation of this strategic function is actually talent management. In contrast to the policy assumptions that arise in the implementation of talent management, career planning, success planning or talent mapping is not the only component of talent management that needs to be implemented. Talent management actually covers all aspects of human resource management, starting from finding candidates and recruiting suitable candidates, designing optimal retention and reward policies to keep talents from moving to competitors. According to Handoko Said ([www.gmlperformance.com](http://www.gmlperformance.com)), talent management can be divided into 4 major processes, namely:

1. Talent Acquisition, as a start, talent acquisition is very important because it determines how much effort and time invested to develop newly recruited employees into good talents for the organization.
2. Talent on-boarding / Activation, this process does not only focus on orientation or induction activities that provide knowledge about company vision, mission, values and rules, but also ensure the integration of new employees into the work environment, so that new employees can immediately be accepted in a new work environment and effectively build work relationships that support productivity.
3. Talent Development, like an organization that continues to grow to be competitive, talents also need to be developed to always have the capabilities needed to execute organizational strategies. Developing internal talents is actually far less risky than recruiting new employees. Assessment of internal talent can be far more accurate than selecting employees. But often because of the difficulty of managing change often internal talent development is forgotten.
4. Talent Retention, good talent is a very important asset for the organization but it is very difficult to find and develop talents to become optimal talents for the organization has spent a lot of time and effort, so it needs to be maintained and valued well too. Career commitment and satisfaction and working talents within the organization need to be considered, especially the best talents. Keep in mind also, the better the talents possessed, the more competitors who want to take it. Of the four processes, usually, the implementation of talent management focuses on

the implementation of career planning, succession planning, and talent mapping, which actually only represents one process out of four processes. Even though the integration of these four processes is the key to good implementation of talent management. Implementing talent management does require high commitment and a change in the mindset of human resource management within the organization, but the implementation of good talent management ensures that the organization has human resources ready to execute strategies and continue to grow the organization for the better.

#### *E. Benefits of Talent Management*

Pella and Inayati (2011: 87) state that in general there are 3 main benefits of the existence and implementation of talent management in organizations, including:

1. There is certainty about the availability of talent or human resources quality that suits the needs of the organization.
2. Results from good talent management will provide support against companies in competing and entering new markets.
3. The existence of good talent management in the organization will provide added value to the value of the organization in the eyes of the community as a workplace with a good reputation while providing motivation to employees to remain in the company.

### III. METHODS

The data used in this research consisted of primary data and secondary data. Primary data is data obtained from research informants directly through data collection instruments specifically designed according to the research topic (Kuswadi and Mutiara, 2004: 172). Primary data in addition to relating to the nature of the original or original data originating from research informants, also related to the renewal of data, so that it can provide the most relevant picture of the topic and object of research (Istijanto, 2005: 45). Primary data in this study were obtained from interviews conducted with research informants. Meanwhile, secondary data in this research were obtained from the results of the study of documentation on literature and documents. The data needed for this research is obtained through a series of data collection procedures that have conformity with this study, namely through interviews and documentation studies. Interviews are procedures for collecting data through a question and answer process with research informants directly using interview guides. While the documentation study was conducted to collect supporting data in the form of literature that discusses the same topic as this research, as well as documents or company records that have

relevance to the topic of this research (Creswell, 2010: 267).

Management framework that has been carried out so far and illustrates the Talent Characteristics.

IV. RESULTS AND DISCUSSION

Based on the findings of the research, this section presents a condition matrix that describes the Talent

TABLE 1. MATRIX OF TALENT CHARACTERISTICS

		Matrix of Talent Characteristics		
<b>PERFORMANCE</b> ↑ HIGHLY EFFECTIVE ≥80 72 - 79 60 - 71 ↓ LESS THAN EFFECTIVE	<b>4. HARD WORKER</b> Consistently showing above average work results Less potential for higher jobs Can not adapt to different jobs	<b>7. PROFESSIONAL EMPLOYEES</b> Consistently showing above average work results Mastering the job well Potential to be placed in other job positions with different competencies	<b>9. FUTURE LEADERSHIP</b> Potential to be promoted for positions at the top management level	
	<b>2. FUTURE WORKERS OF THE FUTURE</b> Consistently showing work results as expected Less potential for higher jobs Can not adapt to different jobs	<b>5. EXPERIENCED EMPLOYEES</b> Consistently showing work results as expected Mastering good work Can adapt to different work situations	<b>8. FUTURE LEADERSHIP</b> Showing competency above standard Mastering the current job very well Potential to be placed in another job position with the same competence	
	<b>1. problematic employee</b> <ul style="list-style-type: none"> <li>The work results are not according to the standard</li> <li>Possible wrong placement</li> </ul>	<b>3. EMPLOYEES PERFORMANCE IS NOT CONSISTENT</b> Job results are less consistent Mastering the job well Can adapt to different work situations	<b>6. POTENTIAL EMPLOYEES</b> Job results are not consistent Mastering the job very well Have the ability to adjust work - the same competency	
	<69%	70 - 90%	>90%	
	LESS DEVELOPMENT AGILITY	COMPETENCE	MORE DEVELOPMENT AGILITY	

(Source: Nine Box Analysis was developed by McKinsey)

Referring from matrix, management at Padjadjaran University can help manage talent management well. The existing talent management framework is actually an adoption from the previous one, starting from the recruitment and selection process, orientation process when new employees join, performance management process, recognition and retention process, education and training process and regeneration development process. Talent management is more than just a human resource process, talent management requires an integrated approach to fully utilize human, individual or talent potential. The talent management program that has been carried out is obtained through the management of individuals who have a personal character in accordance with their competencies such as leadership competencies needed by the organization.

As we know, talent management is a process related to three human resource management processes. First, to develop and strengthen the new employees on board. Second, maintain and develop the existing employees in the enterprises. Third, attracting as many possible as employees who have the competence, commitment, and character. Those processes purposed to develop the best top management in the face of business competition, looking for a good external candidates to fill key jobs, co-exist talent between different units, maintaining a

talent through opportunity for career development, expanding the Group's internal talent by focusing on a number of different employees, and build shared needs to have the best players as the key to future business success (Smilansky, 2008).

Based on the findings, the talent management framework used and the characteristics of talent management are the basis for implementing talent management. In the matrix, it is found that within the talent management framework that has been implemented there are core components that shape the talent management framework, the core component is: the selection and recruitment process, in this process still relies on traditional ways of finding the talent needed by the organization, which is technically haven't made full use of talent mapping (talent mapping).

The next process, is orientation, in this process applying formal and informal orientations, both of which can support newly joined talents to immediately understand the task and work atmosphere. The third process is the performance management process, in this process a system has been created at the beginning of the year containing organizational plans for a year, which is then evaluated every middle of the year and then the final year evaluation which is a recommendation for planning the following year is

good company work plan or talent development plan or employee. The next process is the process of recognition and retention, in maintaining the availability of talents needed by the organization also to provide several reward programs for employees, both based on work performance and based on long service, by managing talents well including the provision of these rewards to maintain good performance from each talent possessed. The fifth process is education and training, the opportunity to get education and training is given as broadly as employees. At the beginning of the year based on the end year review results, the human resources department prepares a training plan according to the needs of employees, some of which are mandatory, usually for supervisors and managers, are training that is mandatory (can be leadership training, communication skills, etc.) and there are also training is optional according to the needs of employees both those carried out internally and by including employees in training programs carried out by other parties (technical and functional training).

The final process of the talent management framework that has been carried out is the development of regeneration. This process is addressed by setting talent criteria. There are three approaches in determining talent criteria, namely: 1) identifying key needs for management / critical business need, 2) Establishing level groups for talent development centers (talent pool group level) and 3) Establishing competency criteria for talent development goals. In managing human resources using the talent management system approach there are talent management characteristics that can make the system successfully implemented, the characteristics of talent management are also applied in managing their talents, namely: having development-oriented thinking, providing the widest opportunity for self-development of each employee-owned. By providing training programs that can be followed because of gaps in the evaluation results, employees can also take part in desired training based on their interests and suitability for their work. In addition, it also provides reward programs for all of its employees, this is believed to be able to maintain the availability of talents. The next characteristic is applying a high-performance culture, having organizational values that are used as guidelines by all parts of the organization so that the vision and mission of the organization are achieved.

Finally, talent management will not succeed if there is no system of selection, one of which is a system for identifying the performance results. If an employee has a performance considered average then they should be rewarded for performance, while the top achievers in the company should receive higher rewards to keep his motivation.

## V. CONCLUSION

Referring to the theory of Berger in Berger & Berger (2008: 27) about the steps to create a good talent management system, it is necessary to develop tools that can be used to implement talent management, namely: Develop tools and assessment scales; Develop training and development tools; Evaluate each employee with the tool and Prepare an action plan.

For the long term, the talent management system is not only focused on gaining talent through assessment and mapping, but also a system for developing each framework, as well as how to maintain them to continue to perform well, by: Provide the widest opportunity to further explore its capabilities; Accelerated promotion or increase in grade for talents that are consistent with their superior performance; Creating opportunities to make a significant difference based on performance, so that employees who perform excellently will receive bonuses which are significantly greater in number than employees who perform on average; and in addition to rewards in order to encourage employees to continue to perform well and consistently, there is a need for punishment, for inconsistent employees, besides being excluded from the talent pool zone, they will also be subject to bonus deduction sanctions.

Talent management focusing on the attention to the coordination and management of a wide range of talent management of people in organizations. This is done by conducting research and evaluation of each individual's skills, talent management, personality, and character, in conjunction with the charging position. Everyone has different skills, and the toughest part of the organization is to identify which ones are in accordance with the organizational culture.

## ACKNOWLEDGEMENT

By calling on the name of Allah the Most Gracious, Most Loving, we pray and thank God for His presence, who has bestowed His grace, guidance, and inayah on us so that we can finish a scientific paper on Analysis of Human Resource Development Programs Through Talent Management in Padjadjaran University This scientific paper we have compiled with the maximum and get help from various parties so as to facilitate the making of this paper. To that end we extend our gratitude to all those who have contributed in the making of this paper. Apart from that, we are fully aware that there are still shortcomings in terms of both sentences and grammar. Therefore with open arms we receive all the suggestions and criticism from our readers so that we can improve this scientific paper. Finally, we hope that the scientific paper on waste and its benefits for the community can provide benefits and inspiration to the readers.

**REFERENCES**

- [1] Berger, L.A., dan Berger, D.R. (2008). *Best Practice on Talent Management: mengidentifikasi, mengembangkan dan mempromosikan orang terbaik untuk membangun keunggulan organisasi*. Cetakan ke-2. Jakarta: Penerbit PPM.
- [2] Capelli, Peter. (2009). *Talent on Demand. Metode Baru Mendapatkan SDM Bertalenta Tepat Jumlah, Tepat Kualifikasi, dan Tepat Waktu*. Diterjemahkan oleh Wendra Triana Rafelina. Jakarta: PPM.
- [3] Creswell, J. W. (2010). *Research Design: Pendekatan Kualitatif, Kuantitatif, Dan Mixed*. Yogyakarta: Pustaka Pelajar.
- [4] Dhanabhakya, M., dan Kokilambal, K. (2014). *A Study on Existing Talent Management Practice and Its Benefits Across Industries*. *International Journal of Research in Business Management*. Vol. 2, Issue 7, Jul 2014, 23-36
- [5] Dini Marliani, Institut Pertanian Bogor., Tesis, 2011, *Analisis Program Pengembangan Karir melalui Talent Management pada Kementerian Tenaga Kerja dan Transmigrasi*, diakses pada tanggal 5 Februari 2019, pkl. 1.17
- [6] Istijanto. (2005). *Aplikasi Praktis Riset Pemasaran*. Jakarta: PT Gramedia Pustaka Utama.
- [7] Kehendi, J. S. (2012). *Talent Management: Effect on Organizational Performance*. *Journal of Management Research*, 2012, Vol. 4, No. 2.
- [8] Kuswadi, dan Mutiara, E. (2004). *Delapan Langkah Dan Tujuh Alat Statistik Untuk Peningkatan Mutu Berbasis Komputer*. Jakarta: PT Elex Mediakomputindo.
- [9] Pella, Darmin, A., Inayati, Ahmad. (2011). *Talent Management: Mengembangkan SDM*. Jakarta: PT Gramedia Pustaka Utama.
- [10] Rachmadhan, Andry Eka. (2011). *Pengaruh Talent Management Dan Performance Appraisal Terhadap Succession Planning Pada Karyawan Direktorat Hcga & Unit Hrc Di Kantor Pusat Pt Telekomunikasi Indonesia, Tbk* (Unpublished)
- [11] Rachmawati, Meida. (2014). *Journal Review Strategi untuk Menerapkan Talent Management (Manajemen talenta) Dalam Perusahaan*. *Researched Volume 7, No 14 Desember 2014*, by N. Venkateswaran Panimalar Engineering College, Chennai, India *International Journal of Management, Economics and Social Sciences* 2012, Vol. 1(2), pp. 33 – 41. ISSN 2304 – 1366.
- [12] Smilansky, J. (2008). *Developing Executive Talent: Metode Efektif Untuk Mengidentifikasi Dan Mengembangkan Pemimpin Dalam Perusahaan*. Cetakan I. Jakarta: Penerbit PPM.
- [13] Kusuma, Yuga Adi. (2017). *Talent Management System pada Program Pengembangan Sumberdaya Manusia di SAKA Indonesia Pangkah Limited*. *Al Tijarah: Vol. 3 No. 2, Desember 2017 (23-40)*. Diakses dari <http://ejournal.unida.gontor.ac.id/index.php/altijarah>, diakses pada tanggal 3 Februari 2019, pkl. 12.45
- [14] <http://gmlperformance.com/gmlnew/index.php/Articles/read/29-engimplementasi-manajemen-talenta-dengan-baik> diakses pada 1 September 2015, 10.00 WIB