Human Resources Planning and Talent Management in PT ANTAM Tbk

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Abstract:- **Human resource planning and talent management is a process of managing human resources in the company to support the achievement of the company's targets in accordance with the company's vision and mission. The research was conducted aimed at providing input solutions to problems in meeting the workforce needs of the company. The research was conducted at PT ANTAM Tbk, which has business units on 4 different islands and has different human resource characteristics. The study was conducted with a qualitative method using primary employee demographic data and supporting data from the results of the study literature, the results of the discussion, and interviews with employees. The results of the study show that integrating talent management systems into career management systems is one solution to ensure the availability of candidates to fill vacant positions, more specifically those that require special competencies. Furthermore, the offer of a solution to overcome the lack of employee mobility among business units which is quite influential on the fulfillment of employees, is by conducting recruitment with the mechanism of official bond scholarships. This scholarship is given to the son of the location of the business unit by conducting a selection since the candidates are still in high school, which is then directed according to the interests and talents needed by the company. This program is one of the solution offers, taking into account the character of human resources that are different from the location of each unit.. (Abstract)**

Keywords:- *Human Resource Planning, Talent Management, Recruitment (keywords).*

I. INTRODUCTION

At present, management of employees in many companies has begun to use talent management, this is in line with the employee appraisal system that makes performance a basis for assessing, so that traditional methods such as seniority and closeness to superiors have been abandoned. The ones who get the best assessment are those who are able to provide the best performance, especially if it gives a positive contribution to the company.

PT ANTAM Tbk. has been established for 50 years, the demographics of employees are quite varied, from the baby boomer generation (aged> 50 years), generation X (aged 36 - 50 years) and generation Y (aged 18-35 years).
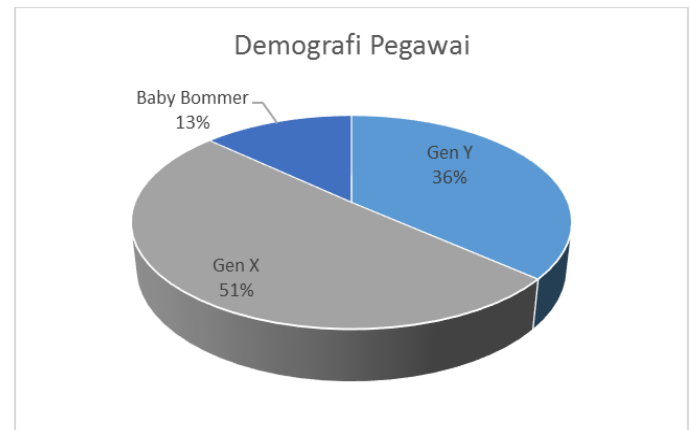

Fig 1

From the data above, it is known that within the next 3-4 years this company will lose approximately 13% (346 people) of baby boomer generation employees, which if not planned from now on, the company will have difficulty fulfilling these energy needs.

The baby boomers who will soon be retiring will occupy a number of important positions and have a significant role in the company's operations (Key position) and to ensure the availability of replacement candidates to fill positions left by employees, especially for positions that affect company operations (Key Position) is to ensure the best workforce owned (Talented Employee) remains in the company, and to ensure this, the company develops a Talent Management system that is integrated in Career Management that applies to the company,

Talent management is carried out to identify, develop and retain employees with the best performance and potential to ensure the sustainability of the company's operations, from the data obtained; it is known that the work unit of Human Capital Management which is responsible for fulfilling the workforce has difficulty in meeting the needs of the organization's workforce. It is seen that the accumulation of workers entering the retirement preparation period (MPP) from 2011-2016 is 391 people, while the total change in active labor force is 271 which means in total, there is a difference of 120 workers from the optimal conditions of the organization. This data is viewed globally and without specifying specifically the job family and job clan of a position.

The purpose of this study is:

➢ Analyze the implementation of Talent management in the company to ensure the fulfillment of the Succession Plan.
➢ Analyze and provide proposals for workforce fulfillment policies with certain competencies.
➢ Analyze the low mobility of employees between units, and provide policy solutions to meet employee needs due to the low mobility of employees between Units.

II.   LITERATURE REVIEW

A. HR Management

Human resources Management is a framework of processes that consists of stages of planning, organizing, controlling work related to labor which are assets that function as capital in order to realize the existence of the company and achieve company goals.

From the above understanding, it is known that the management of Human Resources actually refers to the main management functions, namely Planning, Organizing, Actuating and Controlling. Where planning or planning is done by doing a comprehensive planning on the function of the position and the qualifications of the workforce needed to ensure the function of the position can run. In the Organizing stage, all appointed positions will be arranged in an organizational structure based on the hierarchy of functions and responsibilities of each position.

Actuating stage or implementation, is the stage of implementation of all the plans that have been prepared in the previous stage, in this stage, the management function can be a driver that ensures and directs all workforce to carry out their functions and responsibilities in accordance with the plan so that they can achieve the final goal expected.

B. Man Power Planning

Implementation of HR management functions in company operations, especially for staffing functions, commonly called man power planning.

Man Power Planning is a process of identifying, evaluating, and also planning to fulfill the needs of HR who will occupy certain positions in the company in accordance with the standards of needs that have been previously set. What is essentially a function of the preparation of manpower planning is to get competent skilled workers to fill the positions needed by the company

Many parties still consider that MPP is just an ordinary administrative process, even though the benefits that can be obtained are many, namely: 1. Key to Managerial Functions; 2. Efficient Utilization; 3. Motivation; 4. Better Human Relations; 5. Higher Productivity

To ensure man power planning is structured according to the needs of the company, the steps in compiling Man Power Planning are: a) Analysis of current HR conditions; b) Analysis of HR needs in the future.

If in point 1 an analysis of the condition of the human resources currently owned, in stage 2 an analysis of the business plan and its impact on the needs of employees is carried out.

Some data that can be used as references are: a. Prediction of production and sales; b. Plans for the use of new technologies (machines, work tools); c. Factors of productivity and efficiency as a result of training, organizational change, etc.; d. change in employee status (outsourcing); e. Predicted changes in government regulations (social security, insurance, K3, retirement age, etc.).

C. Talent Management

For ordinary people, talent management is just a term for managing human capital that only changes terms, without any differences with the old system. The reality is not like that, Some experts explain the definition of Talent management as follows:

Hay Group states that Talent Management framework to drive performance and execute strategy through people. It encompasses how roles are identified, roles are identified, selected, grown, rewarded, and retained.

In addition, several organizations translate Talent management as a method to improve company performance by maximizing the performance of the company's employees.

While the University of Michigan stated that Talent Management is a concept that utilizes systems approaches to leverage the greatest assets of an organization has, its employees.

Talent management is a human resource management process related to three processes. First, developing and strengthening new employees in the onboarding process. Second, maintain and develop employees who already exist in the company. Third, attract as many employees as possible who have competence, commitment and character to work for the company,

Talent management is a workforce management system that is a company commitment to recruit, hire, maintain (maintain) and develop the most talented employees and the most superior employees available in the labor market (Susan M. Heathfield, 2017).

Through some of the meanings of Talent Management above, it can be concluded that in principle Talent Management is a process of maximizing company performance through its employees, as well as to ensure the continuity of the company itself. Talent Management itself is not a product or solution, but a business process itself.

And it is clear that Talent Management is not just HR's responsibility, but also the responsibility of the leaders and employees themselves.

D. Company Performance

According to Moerdiyanto (2010), company performance is the result of a series of business processes which with various kinds of sacrifice of resources, if the company's performance increases, it can be seen from the incessant activities of the company in order to generate maximum profits. The profits or profits generated will certainly differ depending on the size of the moving company.

And according to Chariri and Ghozali, company performance can also be measured by using financial information or also using non-financial information. This non-financial information can be in the form of customer satisfaction for the services provided by the company. Even so, most company performance is measured by financial ratios in a certain period.

From some of the explanations above, we can conclude that company performance is the work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibility in an effort to achieve company goals legally, and not violate the law, and not contrary to morals and ethics.

In general, it can be conveyed that company performance is something that is produced by the company in a certain period with reference to the standards set.

The company's performance is nothing but deployed from the company's internal control. Today more and more small, large, and even medium-sized companies are very intensely monitoring how the performance of the company is developing. Good management performance can improve control in the company, but in the implementation of the procedures applied it is often not in accordance with the company's performance and also the division of tasks and responsibilities.

III. RESEARCH METHODOLOGY

The research method used in this paper is research using an interpretive (Paradigm) perspective that is in line with qualitative methods. The interpretive paradigm views reality as plural and holistic. Researchers interact directly with the subject in the field in a value-bound relationship, the research process takes place in a cycle (not linear), aims to develop a theory, and the final results or findings are open-ended, meaning the research findings are still open to criticism , revised, even to blame (being falsified).

The technique of determining the number of samples in this study uses a table for determining the number of samples from Isaac and Michael, where the table provides easy determination of the number of samples based on an error rate of 1%, 5% and 10%. With this table, researchers can directly determine the sample size based on the number of population and the desired level of error.

Qualitative research is a particular tradition in social science that is fundamentally dependent on human observation in its own area and relates to these people in its language and in its terminology (Kirk & Miller in Moleong, 2002: 3).

Bogdan and Taylor in Moleong (2002: 3), states that qualitative methodology is a research procedure that produces descriptive data in the form of written or oral words from people and observable behavior.

In essence, the characteristics of qualitative research are the results of the data in the form of elaborations and research titles can change at any time in accordance with the findings of research in the field.

So, according to the researchers, meaningful research qualitative research that produces more data in the form of elaboration - the translation of the research under study rather than data calculations.

IV. RESULTS AND DISCUSSION

A. Integration of Talent and Succession Plan Management Systems

The main problem raised in this paper is that the talent management system has not been integrated into the career management system applied in the company, while in the demographic age data of employees, it appears that generation Y has entered all levels of positions in the company. career management system applied today, which will also affect the succession plan of a position.
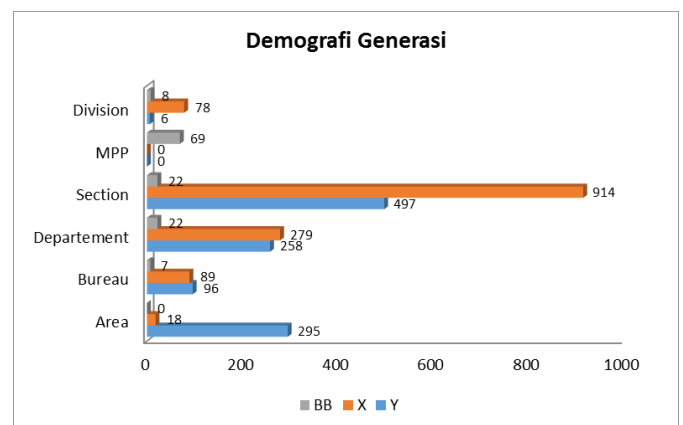

Fig 2

By integrating the talent management system into career management, the company will have a plan scheme to prepare a successor cadre to fill a position left by the trimmer either because of normal retirement, resigning even because he died.

This can be done because, in the talent management system, the management of employees starts from the time of the selection of employees, followed by the process of

placing employees, then evaluating the performance and assessing the potential of employees. And based on these data data, employees are mapped in several talent quadrants.

The implementation of this talent quadrant is not the same in each company, some use 4 quadrants, some use 6 quadrants, some even do not use quadrants, but knockout systems. In the company where the research was conducted, it used 9 talent quadrants.

The mapping of employees into 9 quadrants has been carried out since 2014 - 2015, but after being mapped, there is no real follow-up for employees who are designated as talented employees, they only have the privilege of being a priority participant in training activities held by companies as a form retention and development.

Ragupathi (2013) describes employee retention as a technique or method used to keep employees in the organization for a considerable period of time.

In talent management that is integrated in career management, forms of retention and employee development are not limited to providing facilities and training, but also career movements or assignments to other parts. This is also a form of challenge for employees who are designated as talented employees.

B. Fulfillment of Employees with Special Competencies

The second problem faced by this company is the difficulty in meeting the needs of employees who have special competencies, especially higher level competencies. This causes the company to do professional hire to meet these needs.

To overcome this, the integration of talent management into career management, will provide an exit option. In determining the talented employee, it is made separately for each job family, so that the development program and the competency improvement of each employee are in accordance with the needs of each job family.

With a development model like this, the company will get 2 definite benefits. First, employee retention will be felt more and evenly divided so that employees will be increasingly tied to the company which will lead to increased company performance. The second advantage is that employee competency will be maintained even increasing to a higher level, which will have an effect on the availability of candidates with the competencies needed by the company.

In addition, the application of functional career paths in the company will greatly help the availability of candidates who have complete competencies for a field of work or job family, so that the company no longer has difficulty in meeting the needs of employees with special competencies.

C. Employee mobility

Another phenomenon that is the topic discussed in this research is the very low mobility between business units. As stated earlier, the company where the research was conducted was a mining company with the location of business units spread across 4 different islands.

This difference in location causes differences in the character of employees in each unit. And the effect of this difference is that employees from the local area where the unit tends to refuse when given new assignments in other units.

The reasons stated are relatively uniform, "we are not comfortable working far from home". The impact of the lack of mobility of employees is on the career movements of employees in particular, and the career movements of all employees in the unit in general.

When an employee is not willing to be transferred to another unit, they will deliver a follow-up consultation that is so that they can experience increased career movements, but not out of their original unit. This is contrary to the design concept of career movements that are compiled by the company.

The company has determined that at a certain level, the career movements of employees must move to other units so that the employees concerned will get new knowledge and experience. And it is hoped that this will be sufficient stock to carry out new duties and responsibilities, which may be higher.

Another thing that is the reason for local employees not wanting to move is the issue of local men who are always used as weapons by stake holders to pressure the company. Another local employee, another employee. Migrant workers, especially those from the island of Java, are divided into 2 groups. The first group is the group that does not want to move from the unit where they are assigned, and the second group is the group that wants to move from the unit they are assigned to.

The first group is a migrant employee who works in a unit that is still implementing a roster system or has invested in the unit where he is on duty. Whereas the second group is employees who are in charge of units that do not implement the roster system. The lack of employee mobility between units causes companies to have difficulty in meeting the needs of the workforce, especially to fill important positions in the Unit.

This is due to the relatively low quality of human resources in the location of the company unit, so that the company is still dependent on workers from outside the region to meet the workforce needs in the unit.

For this problem, the official bond scholarship program can be a solution option. This concept is a scholarship program for the sons and daughters of the area where the unit is located, starting from high school to

completing undergraduate education, because by ensuring they are tied to the company, then the future labor needs can be fulfilled.

In addition, by optimizing local resources, the problem of staffing between units can be solved, because all the workforce needs in a unit can be filled by employees from the regional sons in the same unit.

Input for company management to optimize the empowerment of local communities in each unit, the level of policy in each job family, made complete in each unit, so that for a career in the same job family, an employee does not need to leave the unit.

V. CONCLUSIONS & SUGGESTIONS

A. Conclusion

➢ Implication of Talent management into the career management system, is a positive step to be taken to ensure that the company has prepared candidate candidates with the competencies needed by the company.
➢ With the implementation of talent management, employee competencies will be maintained,

➢ The career movement of permanent employees in the same job family will maintain employee competence so that when the company requires employees with special competencies, the company already has the resources.
➢ Development of employee competencies in accordance with the competency requirements of the destination office in accordance with the career path of the employee's position.

➢ Employees who are local residents in each unit tend to refuse to be transferred to other units.
➢ The reasons stated are quite uniform, namely they are more comfortable working in "their own villages"
➢ Employees from outside the unit (Java island) prefer to be placed in units on the island of Java (aka. Jabotabek) and if you have to leave Java Island, you will choose the unit that runs the system roster.
➢ One way to meet labor needs with low employee mobility between units is to conduct local recruitment.
➢ To guarantee a certain level of workforce and have the required competencies, official bond scholarships can be a solution to solve these problems.

B. Suggestion

➢ Integrate talent management policies into the company's career management policies
➢ In the talent management concept, employee mapping is separated based on the job family of each position.
➢ The preparation of job competency profiles for each position is made in detail.
➢ Employee development is focused on fulfilling employee competencies towards current positions, followed by fulfilling the objectives of competency.

➢ Retention for employees who are designated as talented employees is not just a development of competencies, but also in the form of accelerating career movements.
➢ Enrichment of employees who are designated as talented employees is assigned to the unit, in addition to the unit where he is assigned.

➢ The movement of employees does not come out of the job family position occupied by the employee concerned
➢ To prepare a successor for a position, especially key positions in the company, employees in a job family are given increased competence by referring to the competencies needed for the position to be addressed.
➢ The company periodically assesses the job profile competencies of each position, to ensure that they are still in accordance with the needs and demands of the market.

➢ The movement of employees should be differentiated into functional movements and structural movements, so that employees no longer need to pursue structural positions to enjoy increased welfare.
➢ Each unit should be made full of career paths in each job family, especially at the Department level.
➢ The official bond scholarship program for local sons in each unit, while still paying attention to the competency standards that must be met.
➢ After reaching a certain level, movement between units still needs to be done to ensure employees have enough experience to occupy or accept greater responsibilities.

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