Designing a Strategic Talent Management Framework to Cultivate Digital Talent in PT INTI (Persero)

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Abstract

PT INTI (Persero) is a company driven by a mission, with one pivotal objective being the cultivation of digital talent to fortify the industry and ecosystem. In pursuit of this mission, the imperative of instituting an effective talent management system at PT INTI (Persero) becomes evident. However, the reality stands that the company has not yet fully realized the implementation of an optimal talent management system. In light of this, the present study delves into an analysis of the stages of PT INTI (Persero)'s talent management system, aimed at identifying the obstacles impeding its full execution and devising a prospective talent management framework suitable for PT INTI (Persero). Employing qualitative methodologies, this research employs data gathering techniques inclusive of interviews, observations, and document reviews. The findings from this investigation reveal the absence of established procedures or regulations governing the implementation of the talent management system at PT INTI (Persero). Based on these conclusions, a well-crafted design for the talent management system has been formulated, tailored to the specific field conditions and incorporating ongoing and forthcoming programs envisioned by PT INTI (Persero). This comprehensive design encompasses six distinct stages: talent acquisition, talent training and development, talent deployment, talent performance management, talent retention, and talent release.

Article Info

1. Introduction

The business environment is very fast-moving, dynamic, and full of uncertainty, vagueness, and complexity or it can also be called VUCA (Volatility, Uncertainty, Complexity and Ambiguity). In facing VUCA, organizations need to adapt and innovate to survive the changes. The role of human resources in supporting organizations to continue to grow is very important, HR is required to continue to make continuous improvements and create the latest innovations. In creating a growing organization, human resources are expected to be able to provide the best competencies and talents they have for the success of the organization. The term human resources who have excellent competence and talent is also known as talent.

Talent in the company has become one of the important aspects that are considered to be well managed by organization(Coulson-thomas, 2012; Harsch & Festing, 2020), along with the strategy to manage talent in the organization. Talent management is a unique function that integrates all activities and obligations related to the management of a talent pipeline – from attracting and acquiring to developing and retaining talent. This applies not only to profit-oriented organizations, but also to public organizations (Putranto et al., 2022). Human resource professionals from around the world consider talent management as one of the most significant human resource management challenges facing companies in the 20th century and 21st century. Talent management has become one of the most important factors among other factors in helping

organizations to improve their performance. As stated in previous studies show that talent management has an important effect on improving performance (Mishra, 2022). Another scholars argue that better talent management implementation has a very important effect on employee and organizational performance (Kaliannan et al., 2022). It shows that talent management considered as one aspect that should implemented properly in the company to bring more benefit for the future.

PT Industri Telekomunikasi Indonesia (INTI) is one of the state-owned enterprises in the field of strategic industries engaged in manufacturing, system integrators, and digital system. PT INTI (Persero) has the vision to become a technology company with a wide range of industries. To support this vision, PT INTI (Persero) has several missions to help realize it. One of the missions owned by PT INTI (Persero) is to prepare digital talents to build a strong and reliable industry and ecosystem for stakeholders. The need for the urgent cultivation of digital talents is especially pressing for PT INTI as the firm undergoes digital transformation in order to stay relevant in the Industry 4.0 world. In an environment marked by technological obsolescence, the possession of digital talents, data analytics, and telecommunications infrastructure is the main driver of the firm's innovation potential. The lack of a specialized talent management system that can cultivate such specific skills is the main reason why the firm may experience a gap that could hinder the execution of its strategic projects, as well as its status as the technology leader of the country. As a form of realization of this mission, PT INTI (Persero) needs to carry out talent management in the company. From the initial information obtained by researchers from observations, it is known that PT INTI (Persero) still has not clearly implemented a talent management system within the company. Considering the dynamics and changes that occur in the business environment, there is urgency for PT INTI (Persero) to respond this matter by implementing talent management in the right way. This is important to deal with potential threats from the external environment so that the company still has high competitiveness in competing in the business environment.

Based on some of these important points, this study aims to explore and reveal problems related to the implementation of talent management at PT INTI (Persero). With a qualitative descriptive approach, this study is expected to make an important contribution in strengthening the talent management system in order to support the achievement of the Company's mission.

Talent Management

In some ways, it is quite common for many parties to recognize that developing talent is the same as developing human resources in an organization. Even though the two terms, both talent and human resources, are quietly different. Talent is defined as a person's ability to perform his work very well within a certain period and by using his creativity to activate other things in achieving success (Stopochkin et al., 2022). Talent in the organization not only be associated with skills and abilities, but also other aspects such as personality and motivation (Schlechter et al., 2014). Talent is defined as the organization's effort in managing talented individuals. Another definition of talent is the collection of knowledge, abilities, skills, experience, values, habits, and behaviors of the entire workforce that are brought to bear on the organization's mission.

The process of managing talent is known as talent management. Talent management is defined as a way to manage talented human resources in an organization. Talent management is also defined as an approach that includes recruitment, placement, development, and planning for the betterment, retention, motivation, and development of succession planning of individuals who are considered to have capabilities that meet the standards of the current and future needs of the organization (Bonneton et al., 2022; Guerci & Solari, 2012). Talent management is considered as a contemporary business approach aimed at strategically bridging the gap between the skills required to navigate challenges a company may encounter. Furthermore, business could achieve its targets through the execution of its strategy, and the existing pool of talent within the organization.

Talent management bestows a competitive advantage by meticulously selecting, cultivating, and advancing an organization's foremost employees. The adept and efficient management of talent significantly bolsters organizational development. Within the business organization, effective talent management can propel the achievement of strategic objectives by identifying,

placing, nurturing, compensating, and retaining of exceptional employees. This practice contributes to cultivating a productive and positively influential human resource cohort, thereby fostering amplified organizational performance. As employee productivity escalates, so does overall organizational performance.

The assembly of potential high-performers, poised to assume pivotal roles within business, is referred to as the talent pool. Establishing an internal talent pool stands as a pivotal cornerstone of talent management. These talent reservoirs not only yield business value but also foster healthly competition, propelling business toward attaining its goals by amassing vital competencies and securing strategic positioning for the future. When it comes to identifying and quantifying talent, a frequently employed framework is the 9-Box Model. This approach involves about evaluating organizational talent based on two fundamental dimensions: past job performance, quantifiable by Key Performance Indicator (KPI) outcomes, and future potential that might be gauged through employee potential assessments (Jooss et al., 2021).

Figure 1 illustrates an exemplar of a 9-box talent matrix and its correlation with human resource development initiatives within an organization. The nurturing of employee potential necessitates harmonious alignment with the resultant performance. The exposition by Siregar and Kartika (Siregar & Kartika, 2020) practically and strategically underscores the potential for synchronizing talent development with performance, thereby bolstering the realization of organizational objectives.
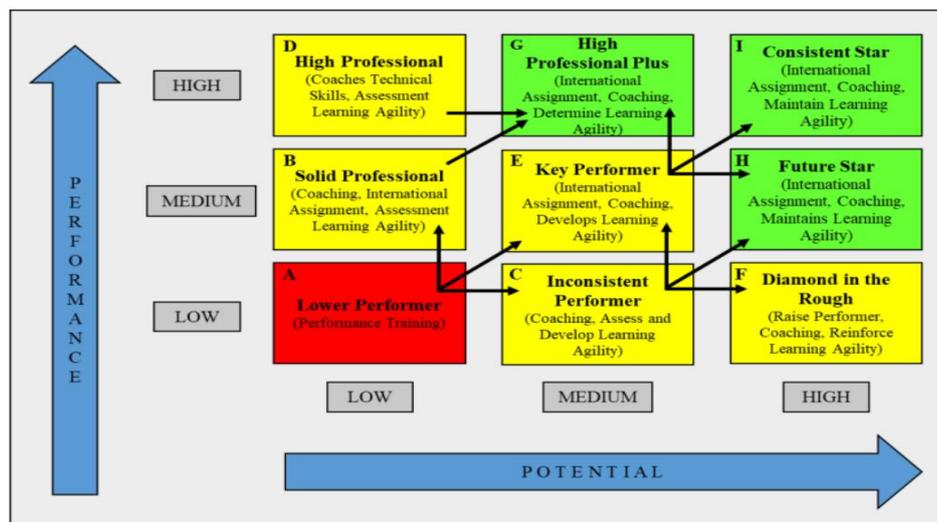

Figure 1. Example of 9-Box Talent Matrix and its development program
Source: Siregar dan Kartika (2020)

Talent Management Process

There are important stages in the talent management process such as recruitment, development, succession planning, and talent retention. The talent management planning model described by Kumar (Kumar, 2017) expounded on the sequential progression of talent management, demarcated into four pivotal phases: talent acquisition, talent development, talent deployment, and talent retention (Figure 2).

Figure 2. Kumar's Talent Management Model
Source: *Kumar (2017)*

The illustration elucidates the comprehensive framework of talent management. Talent acquisition encompasses the discernment, allurement, and assimilation of top-tier individuals. Meanwhile, talent development involves nurturing and honing these skills through dedicated training. In tandem, talent deployment optimizes each individual's contribution aligned with the organization's strategic trajectory. Lastly, talent retention is fostered by instating regulations and initiatives that forge enduring bonds between individuals and the organization.

Talent Acquisition

Activities aimed at attracting top-tier talent encompass a multifaceted process spanning identification, recruitment, meticulous selection, and a comprehensive talent orientation phase. The overarching objective of these endeavors is to secure individuals with exceptional potential who are poised to contribute significantly to the organization's growth (Cachón-Rodríguez et al., 2022; Michaels et al., 2001; Monari, 2021). This strategic talent attraction initiative plays a pivotal role in ensuring a reservoir of adept individuals who will assume strategic roles in the organization's future landscape. Crucially, effective talent attraction mandates an astute comprehension of the organizational talent requisites, especially in terms of pivotal roles that these individuals are poised to occupy. The strategic alignment of these attraction endeavors holds profound implications for organizational vitality, as the recruitment of high-caliber talent can substantially catalyze the organization's growth and competitive prowess.

Talent planning emerges as a critical undertaking, encompassing the analytical assessment of the company's talent prerequisites. This involves the identification of key positions slated for fulfillment and a comprehensive evaluation of talent cohorts primed to assume these roles. These deliberations are scrupulously calibrated in congruence with the company's imminent objectives and evolving requirements (Putra, 2022; Sule & Wahyuningtiyas, 2016). In tandem, talent recruitment endeavors are methodically executed, encompassing the invitation of prospective candidates esteemed for their prowess in abilities, knowledge, attitudes, experience, and talents. Notably, this recruitment process is not confined to instances of vacant positions; rather, it serves as a proactive approach to address potential competency gaps in critical roles that might emerge due to employee transitions.

The domain of talent selection represents a pivotal engagement, geared towards identifying optimal candidates based on pre-established benchmarks that mirror the organization's sought-after talent profile. Once prospective candidates successfully navigate this discerning selection phase, they embark on a comprehensive orientation trajectory. The orientation process is designed to acclimate new employees to the work environment and convey essential insights imperative for their roles' effective execution. Recruitment of talents involves the invitation of potential employees who are highly valued due to their outstanding abilities, knowledge, attitudes, experiences, and aptitudes to integrate them into the workforce (Sule & Wahyuningtiyas, 2016). However, this proactive recruitment strategy is not limited to the hiring of employees to

fill vacant positions but also addresses the gaps that could potentially emerge due to resignations and retirements in key positions. The range of talent recruitment strategies includes two main channels: internal channels such as job posting and talent inventory, and external channels such as the use of LinkedIn to increase exposure.

Talent selection stands as a pivotal endeavor, orchestrating the identification of optimal candidates in alignment with pre-established criteria reflective of the company's envisioned talent profile (Putra, 2022: 304; Sule & Wahyuningtiyas, 2016). Beyond defining these criteria, the selection process necessitates the adept application of suitable predictors and assessment methodologies. The formulation of talent criteria hinges on future organizational imperatives, the organizational ethos, values, strategic objectives, and structural dynamics. Predictors must aptly relate to the competencies, skills, knowledge, personality traits, and behaviors requisite for specific roles. Once these predictors are delineated, a judicious scoring framework can be devised, culminating in a streamlined and efficient selection process.

Training and Talent Development

The dynamic landscape of business necessitates continuous adaptation and learning for organizations to maintain competitiveness. While the selected talents already possess qualifications and expertise that align with the organization's goals, it remains imperative for these talents to continuously learn and develop, thereby equipping the organization to confront future challenges. As articulated by previous author (Apriliana & Nawangsari, 2021; Kaliannan et al., 2022), training is defined as "an activity directed towards enhancing individual skills, expertise, experience, knowledge, and attitudes." This training endeavor serves to cultivate the organization's requisite competencies, bolster motivation, and curtail turnover rates. Notably, training and development synergize harmoniously in the organizational context. Training focuses on instilling competencies yet to be acquired by individuals, whereas development centers on honing competencies that both individuals should possess and the organization deems instrumental in realizing future strategic goals.

Successful implementation of training hinges upon a meticulous consideration of key factors: conducting a comprehensive training needs analysis, establishing clear objectives, delineating training content and materials, carefully selecting and designating participants, scheduling activities, furnishing appropriate facilities, engaging proficient instructors, providing requisite equipment, ensuring adequate support, orchestrating seamless coordination, and conducting rigorous program evaluation. Within the framework of talent management, the training facet embodies the essential process required to cultivate optimal talents equipped with the requisite competencies pivotal to accomplishing organizational strategic goals.

It is imperative to underscore that training and development are intertwined facets, operating in tandem. Diverging from training's emphasis on addressing competencies yet to be assimilated, development prioritizes the nurturing of competencies individuals should possess – competencies strategically deemed advantageous by the organization for future goal attainment. The overarching aim of development is to enhance organizational performance and cultivate a competitive edge, positioning the organization favorably within the competitive landscape.

Talent Deployment

Talent deployment, as articulated by Kumar (Kumar, 2017), constitutes a pivotal facet within talent management, executed to harmonize the proficiencies and contributions of talented individuals with both the organization's overarching goals and the strategic trajectory of specific divisions. An alternate viewpoint posits that talent deployment encompasses the internal mobility of these individuals, ensuring a seamless alignment between individual-job and individual-organizational requisites(Bonneton et al., 2022; Verma et al., 2022). The orchestration of talent distribution unfolds through the strategic placement of individuals within distinct divisions, capitalizing on their aptitudes, and perpetually corroborating their efficacy within the designated roles. The principal objective underpinning talent deployment resides in the meticulous alignment of the right personnel with the right positions, facilitating both organizational efficacy and individual assimilation into the corporate milieu. Moreover, the holistic deployment of talents

engenders a more congenial work ecosystem, mitigating any potential voids across various operational units.

Talent deployment also imbues talents with the challenge of substantiating their competencies by actively engaging in company-specific tasks. Mechanisms for talent distribution encompass psychological assessments or appraisals of talent performance. One particular avenue for talent dispersal involves internal promotion within the organizational hierarchy. This strategic maneuver aims to catalyze the enhancement of individual skills while fostering heightened employee engagement with the organization. Such promotions provide a trajectory for talents to advance and a roadmap for a promising career within the organizational framework.

Talent Retention

Talent retention stands as a pivotal process within the realm of talent management, characterized as a mechanism to bind and anchor skilled individuals within the organizational fold, effectively precluding their departure (Alagaraja, 2013; Maurya & Agarwal, 2018; Putranto et al., 2022). Conceptually, talent retention embodies the practice of preserving and upholding the existing cadre of talent within the company. This strategic endeavor serves as an organizational linchpin, fostering a stable reservoir of skilled individuals over the long haul. Diverse avenues exist for the execution of talent retention programs, encompassing the dispensation of rewards or bonuses in recognition of exemplary performance, provision of benefits, implementation of globally recognized certification initiatives, and various other initiatives calibrated to bolster employee engagement and forge a sense of kinship with the organization. As underscored by previous author (Bonneton et al., 2022), talent retention encapsulates several distinct processes, including comprehensive career planning enshrining career management, succession planning, and talent preservation.

Two salient constituents integral to talent retention are rotational assignments and promotions. These strategies, integral to career management, are harnessed to stoke employee motivation and organizational involvement. Promotion, a managerial decision inducing shifts in employee roles, influences status, responsibilities, and even compensation (Dharmanegara et al., 2021; Fatah & Janah, 2020; Tanjung et al., 2022). Promotions are envisaged to heighten productivity and invigorate employee motivation (Bhardwaj et al., 2021; Fatah & Janah, 2020). In contrast, rotation pertains to the reassignment of employees to different roles or positions, sans alterations to rank, status, or salary (Hanafi et al., 2019). Conclusively, while both entail transitioning employees across roles, promotions bestow augmented status and remuneration, unlike rotations. These mechanisms are wielded as tokens of appreciation for commendable performance, concurrently bolstering skill enhancement strategies.

Reward systems have long been an organizational mainstay to amplify employee performance and engender loyalty. These systems have emerged as potent tools to curtail turnover rates and elicit heightened engagement. Rewards considered as catalysts for individual and collective organizational excellence. These rewards manifest in both material and intangible forms, serving as tokens of recognition for commendable performance and the realization of preset targets. The manifold objectives encompass fostering a symbiotic rapport between the organization and its personnel, nurturing job contentment and performance satisfaction, kindling motivational drives, preserving equilibrium, fostering discipline, and forestalling conflicts. There are also two distinct reward types: financial rewards, embracing remunerative aspects such as salaries, wages, incentives, and benefits; and non-financial rewards, spanning expressions of gratitude, commendation, and certificates of distinction(Garaika, 2020; Tanjung et al., 2022). Within the ambit of talent management systems, the bestowal of rewards profoundly influences the sphere of talent retention. These gestures confer value upon talented individuals, galvanizing their commitment and enthusiasm. Thus, to buttress the edifice of talent retention initiatives, companies ought to institute a commensurate rewards framework, cultivating heightened work motivation, augmenting productivity, and dampening turnover rates."

2. Methods

This research is classified as qualitative, as it abstains from reliance on statistical methodologies necessitating numerical inputs. Instead, it engages in the observation of a social phenomenon, whereby researchers endeavor to decipher outcomes grounded in their perspective regarding the talent management system at PT INTI (Persero). Employed data collection methodologies encompass interviews with key figures holding pivotal roles in talent management implementation – namely, the Senior Advisor Human Capital and the Senior Human Capital Officer. Additionally, observations and scrutiny of corporate documents augment the data gathering approach. The research employs interview and observation guidelines as its instruments. Within this study, data validation is confined by opting for source triangulation, entailing the collection of insights from diverse stakeholders at PT INTI (Persero) intricately involved with the prospective talent management information system. To enhance data accuracy, the researcher undertakes a member check – a validation process verifying the correctness of information gleaned from interviews with the respective informants. Data analysis hinges on thematic analysis, a suitable method for delving into the depths of qualitative data acquired through in-depth or semi-structured interviews, as executed in this study. This analytical technique aptly suits research that seeks to unearth the intricacies of real-life phenomena.

3. Results and Discussion

The results of the research conducted through interviews, observations, and document reviews found that the implementation of the talent management system at PT INTI (Persero) can be categorized into six stages, namely: talent attraction which includes talent identification, recruitment, selection, and orientation; training and development; talent deployment; implementation of performance management; talent retention; and talent termination.

Talent Management System implementation at PT INTI (Persero)
 1. Talent Attraction Process
    The process of identifying and addressing talent requirements to fulfill official positions under BOD-1 at PT INTI (Persero) is conducted through strategic manpower planning, tailored to project demands outlined in the List of Projects (LOP). The objective of this planning is to ascertain the pivotal positions and individuals essential for these roles. Given the absence of an internal talent pool, manpower needs are met through a dual approach of top-down and bottom-up strategies. At the conclusion of each year, the findings from both top-down and bottom-up manpower planning are collated and presented to the board of directors for decisions on potential recruitment initiatives. Talent attraction at PT INTI (Persero) takes place via both internal and external avenues. Internal recruitment involves identifying employees with potential, leveraging factors such as educational background, tenure, assessment outcomes, and interests. In cases where suitable internal candidates are not identified, external talent acquisition is pursued through three distinct processes: recruitment of contract employees, permanent employees (Management trainees), and pro-hire and re-hire initiatives. Once promising candidates are identified, a meticulous selection process is executed, including fit-and-proper assessments and challenges throughout a probationary period, limited to a maximum of six months. Those individuals who meet or exceed the board of directors' expectations are appointed to fulfill key positions. Previously structured as a week-long program, PT INTI (Persero)'s orientation program for new employees has transitioned to a fully e-learning-based model. New hires are provided with e-learning materials to facilitate their induction.
 2. Talent training and development
    Currently, PT INTI (Persero) has not reinstated its leadership training program. The most recent iteration of this program, known as I-Lead (INTI Leadership), was conducted in 2018 and 2019, specifically targeting band 3 employees poised for managerial roles. The organization's primary emphasis currently lies in task allocation to forthcoming key position occupants. Of the talent development initiatives, 70% are channeled into specialized

assignments, 10% focus on leadership training and professional development, while the remaining 20% pertains to the overall work environment.

3. Talent deployment strategy
   Talent deployment at PT INTI (Persero) is meticulously orchestrated to align with the specific demands of key roles within various work units. Should a talent exhibit subpar performance in their current capacity, reassignment is considered. Conversely, exceptional performance in the current work unit can lead to promotions.

4. Talent retention and succession planning
   Elevation of adept employees to managerial roles is contingent upon their contributions and commendable performance. The designated individuals, who embody key competencies, are nominated by supervisors after a comprehensive assessment of three potential candidates. Subsequent to a series of evaluations and interviews, the final selection is ratified by the board of directors. Promotions often entail elevation in employee bands, with specific protocols dependent on company readiness. Conversely, if a talented employee is unable to meet predefined targets within a six to twelve-month timeframe, reassignment or relocation may be pursued, at the discretion of the board of directors. While no formal procedure is currently in place for rewarding talent, PT INTI (Persero) is actively exploring incentive structures tied to target attainment, implemented quarterly, to bolster retention of top-tier talent. Additionally, the succession planning program, akin to promotion, entails a rigorous identification process yielding two to three candidates for pivotal roles, gauged against factors such as educational background, tenure, assessments, and interests. These candidates partake in multifaceted evaluations, interviews, and position-specific assessments, culminating in board of director decisions for final appointments.

5. Talent termination strategy
   Termination of employment at PT INTI (Persero) is executed through multiple avenues. These include voluntary resignation by employees, contract expiration leading to unilateral termination due to inadequate performance, and retirement. The Early Retirement Program (ERP) is accessible to those opting for early retirement, while functional-level employees have the option to pursue a Retirement Preparation Period (MPP), allowing them to maintain regular compensation during the six months preceding retirement. Notably, structural-level talented employees are not eligible for MPP and are required to continue their roles until retirement.

A comprehensive exploration of problem identification, analysis, and evaluation ensues subsequent to the acquisition of research findings concerning the execution of the talent management system at PT INTI (Persero). The outcomes of this assessment will guide the formulation of a suitable talent management system, custom-fitted to both the principles of the talent management theory and the insights gleaned from interviews with key stakeholders, pertaining to their perspectives and ideals regarding the envisioned talent management system's implementation.

Identifying Challenges in Talent Management Implementation

Based on a comprehensive analysis of information gleaned from interviews, observations, and document reviews, the research team has successfully pinpointed several obstacles encountered by PT INTI (Persero) during the execution of its talent management system. These challenges are outlined below:

1. The talent management system implemented at PT INTI (Persero) still focuses only on the position of officials one level below the board of directors (BOD-1).
2. The company still lacks talented employees to fill certain positions. At the same time, the company also has difficulty attracting external talent to join because the compensation and benefits offered are not attractive enough.
3. There is no leadership training for talents. Talents are prepared to become future leaders, if there is no leadership training, it will be difficult for talents to adjust after being appointed to fill key positions.

4. Performance management is still considered unfair. The assessment results have also not been delivered to employees in the form of feedback. If the performance results are not submitted, it will be difficult for employees to know their shortcomings in doing work.
5. There is still no reward system specifically for talents in the company.

Analysis and Evaluation of Challenges

Following the identification of these obstacles, the subsequent step involves their analysis and evaluation. The research findings, derived from interviews, observations, and document reviews, offer valuable insights into PT INTI (Persero)'s talent management system implementation. The primary challenges identified include:

1. Exclusivity of the talent management system to BOD-1 officials, leaving managerial positions below BOD-1 unaddressed.
2. Inadequate internal and external recruitment strategies due to uncompetitive compensation and benefits packages.
3. An absence of leadership training despite the potential for talents to assume various managerial roles.
4. Incomplete implementation of performance management, lacking comprehensive feedback mechanisms.
5. Lack of a structured reward system tailored to the distinct needs of talented individuals.

Addressing Challenges in Talent Management System

To rectify the identified challenges, PT INTI (Persero) can pursue several strategic actions:

1. Expand the scope of the talent management system to encompass managerial roles beyond BOD-1 level, ensuring comprehensive coverage of key positions.
2. Devise a comprehensive talent acquisition strategy, aligning compensation and benefits with industry standards to enhance attractiveness to potential talents.
3. Develop a structured leadership training program to equip talents with essential managerial skills, enabling a smooth transition into leadership roles.
4. Enhance performance management by implementing a fair assessment process, coupled with effective feedback mechanisms to guide performance improvement.
5. Introduce a specialized reward system tailored to talents' unique contributions, thereby promoting their retention and motivation.

In summation, the core challenge impeding PT INTI (Persero)'s talent management system lies in the absence of a standardized and well-defined framework. To overcome these challenges, the company should establish clear procedures and rules governing the talent management system's implementation. By doing so, PT INTI (Persero) can effectively enhance its talent management efforts and propel the organization towards sustained growth and success.

Recommendations for Talent Management System Design

Based on an in-depth analysis of the talent management system's implementation stages at PT INTI (Persero) and Kumar's theoretical framework, coupled with the identification and evaluation of challenges and insights from stakeholder interviews, the researcher concludes that PT INTI (Persero) requires a systematic and well-structured talent management system supported by officially defined procedures. This will ensure the successful implementation of the system within the stipulated timeframe. The proposed talent management system is outlined as follows:
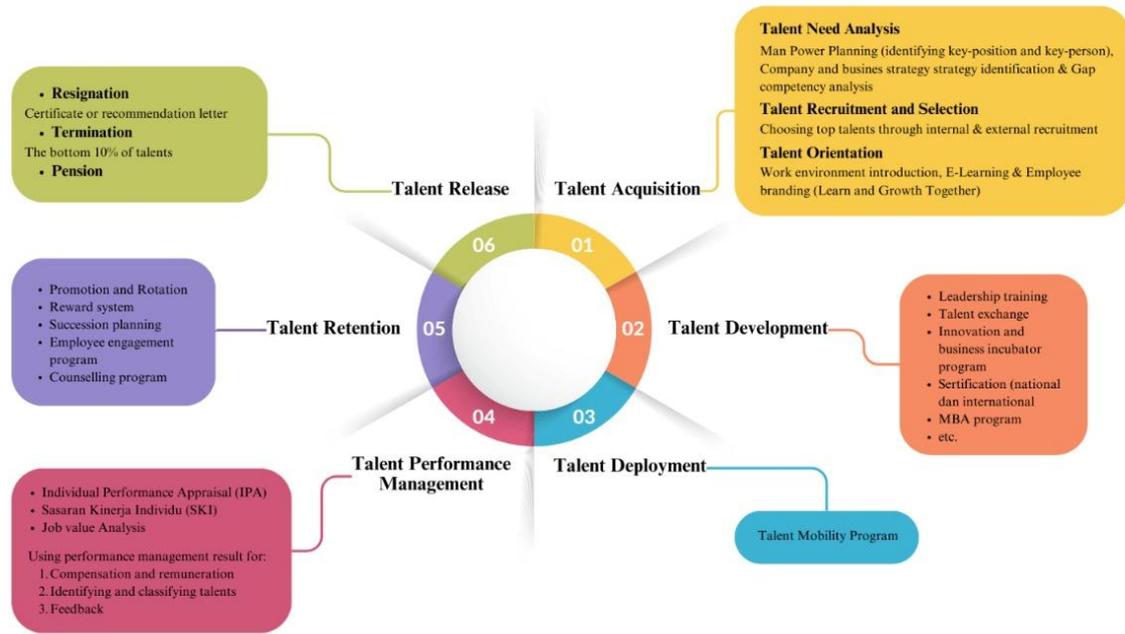
Figure 3. Talent management system process design for PT INTI (Persero)

The proposed talent management system of PT INTI (Persero), as depicted in Figure 3, reflects a strategic shift towards a holistic and integrated employee lifecycle. This proposed model transcends the fragmented nature of the current HR practices and reflects a model where there is a constant flow from strategic talent acquisition, where the digital talent needs are strictly aligned with the company's technology roadmap. The incorporation of the development phase addresses the identified gap of the current lack of training programs for leaders, ensuring that competency improvement is not task-based but rather focused on long-term organizational agility. Moreover, the direct relationship of the performance management outcomes to the retention strategies ensures a meritocratic culture where career growth, such as rotations and successions, is based on objective data. This systemic journey culminates with the incorporation of the talent release phase, which serves as a feedback mechanism to ensure the constant inflow of top talents.

Figure 4. 9 Box Grid Talent Matrix for employees of PT INTI (Persero)

To complement this process, the 9-Box Grid Talent Matrix depicted in Figure 4 above plays the key role as the main tool in the objective identification and quantification of the organization's talent. By utilizing the two axes of performance and potential in the matrix, PT INTI can effectively segment its employees and act accordingly. For example, employees identified as "Star Talents" in

the matrix's quadrant can be the main focus for the organization's succession plan, while others identified as "Core Players" can be the focal point for engagement programs to sustain their current performance. Additionally, the tool can also be used to effectively manage "Talent Risk" in the organization, thus enabling the organization to devise performance improvement plans for the identified employees. Overall, the use of the tool in the above process ensures that the organization's decisions regarding talent management are objective and transparent and can be aligned with the organization's vision to become the leading technology provider.

4. Conclusion

Based on the above qualitative results obtained from the study conducted at PT INTI (Persero), it is safe to conclude that the current talent management system implementation at the organization is encountering a number of challenges. First off, it is noted that the current talent management system is only focused on managing officials who are just a level below the BOD-1. This is primarily because there is a lack of standardized procedures or regulations regarding the implementation of specialized talent management within the organization. Secondly, it is noted that there is a deficiency of proficient employees within the organization. This is primarily because there is a lack of long-term talent identification as well as a leadership training program, which has not been implemented since 2019. The current talent management system is only focused on task-based development, ignoring the holistic approach towards improving skills as well as providing feedback on inconsistent performance assessments. Most importantly, there is a lack of a reward system within the organization, thus necessitating the urgent need for a formalized system for organizational growth.

To address the gaps, the research proposes the following comprehensive talent management system design, tailored to the operational needs of the company as well as the expectations of the stakeholders. The proposed framework is divided into the following six integrated phases: strategic talent acquisition, including rigorous needs analysis and orientation; talent development, including leadership training and competency programs; and the optimization of the deployment of the employees' talents, including mobility programs. The proposed model also includes the integration of performance management, including Individual Performance Appraisals (IPA), job value analysis, as well as employee retention, including succession planning, rewards, and engagement programs. The proposed model is also complete with the inclusion of the formal release/termination phase, thus providing the sustainability of the employee talent pool. With the implementation of the recommendations, the PT INTI (Persero) is able to develop the necessary regulations that align the human capital with the long-term strategic vision of the company. Going forward, the scope of data collection would be widened by incorporating a diverse set of participants, especially the talents at different strategic levels other than the executive level, to get a more detailed idea of the requirements of the organization. Also, the use of Focus Group Discussions (FGD) would be highly recommended to be incorporated in the future to get a more interactive dialogue among the participants, which would be more beneficial in extracting deeper insights and more detailed information more efficiently.

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