TALENT MANAGEMENT MODEL ANALYSIS
AT PT INDUSTRI KERETA API (PERSERO)

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ABSTRACT

The success of an organization in achieving its goals depends on the quality of the human resources working in it. The key role of human resource management (HRM) in an organization is inherently not only about managing but also finding ways to unlock the potential of creative and innovative people. Talents are the best employees, have competence, high performance, and superior performance, which are developed through career development, and are prepared to become future leaders that determine the company's sustainability. Talent management is the process of planning, mapping, and managing to build and retain talent based on performance assessments, competency measurements, and assessments used as talent indicators. This study aims to analyze the implementation of the talent management program and design appropriate talent management strategies and models at PT INKA (Persero). The research approach used in this study uses a qualitative approach to describe a condition and condition of talent management. The program strategy and talent management model at PT INKA (Persero) has not been fully implemented because they are still in the drafting stage and have not been outlined as a board of directors regulation. So its application is still inconsistent because each function of the talent management dimension still works independently, and there is no continuity between the dimensions of talent management.

Keywords: Talent, Talent Management, Recruitment, Development, Retention

INTRODUCTION

The success of an organization that can achieve its goals depends on the quality of its human resources. Given the rapidly changing environment, coping with this phenomenon is crucial. The key role of human resource management (HRM) in an organization is inherently not only about managing but also finding ways to unlock the potential of creative and innovative people. Human resources are very influential regardless of the organization or company size. The quality of HR management depends on the efforts of the individual HR performance roles in it. This achievement goes hand in hand with the quality of goals and profits generated.

PT Industri Kereta Api (Persero). Abbreviated PT INKA (Persero) is a company engaged in the national railway industry under the auspices of the Ministry BUMN. PT INKA (Persero), as one of the first SOEs to integrate with railways, implements its policies based on the principles of Good Corporate Governance (GCG). PT INKA (Persero) governance is carried out using the principles of accountability, transparency, independence, fairness, coordination, and responsibility with international class quality standards in carrying out services to consumers.

To realize the company's vision and mission, PT INKA (Persero) needs the best talents with different levels of education from high school / vocational school to master. One of the success factors of PT INKA (Persero) is its employees, who are continuously maintained and developed by the company. Initially, the personnel management system of PT INKA (Persero) emphasized the seniority of employees through achievements or performance appraisals in the form of promotion or promotion. However, now PT INKA (Persero) is starting to change it with a new system that is more competitive and transformative to compete in the current global railway industry. One of these efforts is a talent management program called LDP (Leadership Development Program) which has been implemented since 2018

PT INKA's (Persero) HR competency improvement program, ensures that everyone at all levels of the organization has equal opportunities. PT INKA (Persero) also maps the situation and long-term human resource needs and improves education, training, and development programs. Based on the HR development framework, education, and training are provided at all levels.

PT INKA (Persero) implements a continuous performance appraisal program to improve its human resource management system to improve quality and professionalism. This program is implemented at all levels of employees.

The amount of talent lost in an organization causes a discrepancy between the company's demand and the availability of labor. The talent crisis occurs because of these discrepancies, which impact the company's ability to meet future or long-term succession needs. Internal and external sources can be used to meet the needs of talented employees. This can be done through internal company resources through succession planning, which is a planning process to ensure the availability of potential employees for key positions in the company. When facing the challenges of a talent crisis, succession planning and Development activities must be balanced with implementing retention activities. According to several surveys, employee retention is a top priority for executives, with 75% of executives saying employee retention is a top concern in the HR world.

Companies must use efficient human resource management strategies to address demographic changes and talent crises. According to Pella & Inayati (2011: 82), talent management is one of the most effective HR management strategies to be applied in facing the challenges of demographic trends and talent crises, ensuring the right talent supply by matching the right people with the right jobs at the right time.

In recent years, PT INKA (Persero) has been exposed to on the line of shifting demographic trends, causing many employees of the generation to enter retirement. According to information collected over the past three years, PT INKA (Persero) has adopted an employee turnover regulation system, while the company makes most turnover decisions.

In the past three years, the company's decision has increased the turnover rate by 74.19%, while employee pensions decreased by 13.85%, and the rest is affected by resignations, termination of employees, and termination of employment. For this period, the turnover rate can be seen in the following table:

Variable	2019	2020	2021
Die	0	2	3
Resignation	4	0	6
Termination of Employment	3	7	2
Pension	8	14	9
Company Decision	53	52	61
Total	68	75	81

Sumber: Annual Report, PT Industri Kereta Api (Persero) 2021

Based on Table 1 above, the turnover rate of PT INKA (Persero) has increased, so the impact caused by high turnover can negatively impact employees and the company.

The impact of turnover on PT INKA (Persero) includes:

1. High turnover causes companies to lose experienced and talented employees.
2. High turnover causes companies to be heavily burdened with employee exits, where companies must find and rehire candidates who match the company's qualifications, provide initial training, and guide employees until their abilities are equivalent to those of outgoing employees.
3. Directly or indirectly, an increase in turnover leads to a decrease in the productivity and performance of the company.
4. High turnover causes the company's performance to fall.
5. High turnover causes company morale to fall because employees who resign affect the morale and performance of employees who stay.
6. High turnover causes an increase in the number of employee turnovers even more.

Looking at the background of the problems described above, every problem at PT INKA (Persero) can be identified. This will enable the implementation of a talent management model that matches the company's vision, mission, and objectives.

PT INKA (Persero) must attract, develop, and mobilize its talents to support the company's business because it is one of the SOEs in Indonesia that plays an important role in driving the country's economic growth both at the national and global levels.

LITERATURE REVIEW
Talent Management

One of the most recent HR concepts is the talent management strategy. McKinsey first used the term "talent management" in a study called "the war of Talent" in 1997. This term later became one of the books published in 2001. According to Gasperz (2002), a talent management strategy is a planned and structured approach to finding, developing, and retaining talented employees. The goal is to hire employees who always do well.

Talent management is a model of HR development based on talent or talent. Talent management is seen as implementing an integrated strategy or system designed to improve performance by attracting, selecting, developing, utilizing and retaining employees with skills and talents (talent) to meet current and future organizational needs (Lockwood, 2006). Pella and Inayati (2011) define Talent Management as a series of integrated organizational HR processes designed to develop, motivate and maintain the productivity of engaged employees. In the quote, Talent Management Understanding the Dimensions, CIPD 2006, Talent Management or talent management is a method of systematically attracting, identifying, developing, engaging/retaining, and placing individuals with high potential who are valuable to an organization. Meanwhile, according to Lockwood (2006), talent management is the implementation of integrated strategies and systems to increase workplace productivity by developing processes to attract, develop, retain, and use people with the necessary skills to meet current and future business needs. So based on the above understanding, Talent Management can be interpreted as a series of human resource management processes (HR) to attract, select, develop, and retain employees/employees who have talents in order to meet current and future organizational needs to achieve a company / organizational goal.

Talent Management Objectives

Smilansky (2008) defines the purpose of talent management as being to understand how individual talent fits and aligns with overall HR initiatives and functions to improve business and organizational performance, namely: (a) developing the best and brightest teams under competitive business conditions; (b) recruiting candidates for key management positions; (c) facilitate the rotation of leaders from diverse functional, geographical, and business backgrounds to innovate and maximize internal resources within the organization; (d) develop career opportunities necessary to retain and attract the best leaders; (e) build a culture that encourages the best leaders to reach their full potential; (f) ensure that the most talented employees have the opportunity to move quickly from the bottom of the organization to the top; (g) promote diversity in leadership (by gender, race and age) with key positions reflecting client characteristics and a broad talent pool; (h) develop a process for evaluating prospective employees and the results beyond the perspective of the employee manager; (i) build a sense of belonging to the needs of qualified employees, open unlimited opportunities for talented employees and develop them for the benefit of the company.

Effective Implementation of Talent Management in the Company

Some reviews of the implementation of effective talent management in the company include:

1. Manpower Planning. Talent management starts with human resources planning, namely workforce planning following the company's business plan. In planning, HR does head counting or calculating the number of workers needed in each department, how much is available, and how many must be recruited from outside. Planning also includes mapping human resources in the company. HR and department managers discuss new roles that may be needed shortly.

2. Talent Scouting. Talent management also includes talent monitoring to find and identify potential employees. This strategy is carried out to meet future employment needs by recruiting non-experienced workers and training them to become reliable employees.

3. Talent Pool. Talent management also includes managing the talent pool database, which is a list of candidate profiles with high qualifications, specific skills, and experience that support the types of jobs that may be needed. The profile comes from various sources, such as data on past job applicants, social media, and employee references. The talent pool is useful for new recruitment for the company.

4. Talent Acquisition. Talent acquisition is a long process of finding great candidates and attracting them into the company. Similar to talent scouting, talent acquisition targets exceptional employees,

rare skills, and strategic roles or senior and manager levels. Talent specialists with organizational management analyze the success of other companies and investigate who plays a big role in that success.

5. Training and Development. Training and Development is an important part of talent management. HR is responsible for organizing talent development in the company through training in technical skills and soft skills such as leadership. Talent development has a dual purpose: to meet the company's needs for certain roles and skills and help employees develop themselves. This is useful for increasing employee retention.

In talent management, recruitment plays a fundamental role. Building excellent human resources starts with an effective recruitment process to attract talented candidates.

Talent Management Process

Talent management is a complex process. The first step in this process is creating a talent management strategy. When developing a strategy, it should focus on core work and management processes while identifying key positions and associated talent required for future strategic use. The result of this strategy is a high-performance and results-oriented cultural structure.

One of the most important talent management processes is searching and selecting. Using appropriate and appropriate tools in this process, attract results-oriented, value-added, forward-looking, innovative, and creative candidates and select the most talented candidates among them. Therefore, hiring them in the right place is important to improve the organization's performance.

The talent management process can be explained as follows:

1. Talent Identification. In carrying out a talent management strategy, one important element is getting talented employees. Talent can be obtained from internal as well as external sources of the organization. A structured management strategy will consider these two sources. However, in practice, the organization will first consider internal sources, considering that existing employees have at least knowledge of the organization. Identification of these talents is carried out by mapping employees. The purpose of employee mapping is to divide employees into smaller groups based on certain criteria. More specifically, this employee mapping aims to find talents who will be included in the talent pool. A talent pool is a group of people who have been identified as able to develop over time and be treated as organizational assets.

2. Talent Development. In various talent management models, one thing in common is that the key component in the talent model is its Development. However, of course, the pillar of talent development cannot stand alone without the support of a good performance appraisal or succession system. Good talent development will not succeed optimally if an objective performance appraisal system does not support the identification process. Good talent development will not be meaningful if a good succession system does not support it. The pattern of talent development differs from that of ordinary employee development. To carry out the company's strategy, companies need to develop the talents of people and employees to hone their skills and competencies following the needs of trained talents.

3. They were retaining talents. The main issue in talent management strategy is to keep talented employees in the organization while continuing to develop them (Berger &; Berger, 2009 in Sudjatmiko, 2011). The career system is increasingly open, providing opportunities for employees to have careers outside their organizations. In this case, organizations need to be wise by developing HR programs that aim to be able to retain talents that are owned and have been developed. Some important factors in retaining talent, among others: (1) Opportunities for self-development, organizations need to provide opportunities for talented employees to develop competencies by learning new skills and knowledge and showing their full potential. (2) Opportunities for career development, the organization wants its employees to invest their careers in the organization. Related to this, organizations must build employee career patterns and succession systems as a basis for talent career planning. (3) Opportunities for promotion. In order to be a strategy to retain employees, the promotion process must be open and transparent. Candidates to be promoted must be selected based on performance and competence. (4) The organization's payroll system should have a payroll system that motivates talent and that is clear and open.

Talent Management Criteria

Of course, in determining an activity program, companies or institutions must consider several things, such as steps to achieve goals, who is responsible, and a systematic sequence of activities at each step (Pella, 2011). Here are the steps to determine talent criteria:

1. Identify the main needs of the organization. Several talent management programs are implemented to meet the needs of the organization. Therefore, a company or institution needs to know the needs of the organization in order to facilitate decision-making for HR programs. Several things must be considered when determining organizational needs in an agency or company because it must be aligned with the business itself, such as the impact of human resources on business and culture and what kind of value is created following the company's vision and mission.

2. Assign level groups to the talent development center. Before the talent development center selection process, agreement must be reached on how many talent development centers there are in the organization. This is very influential for companies and institutions to produce sufficient leaders. Group-level decisions are divided into two parts. First is creating leaders based on position levels or structural status levels. The second level is based on functional career paths and aims to strengthen the organization's core competencies.

3. Establishment of talent development competency standards. During this phase, organizations and institutions must set standards that align with the organization's vision and mission. The goals to be achieved must be aligned with the company's goals. These goals should be written down so that HR can monitor them. Managers must be firm in setting detailed goals and objectives. These goals are measurable and require a timeline to support the achievement of those goals.

Talent Management Strategy

Talent management strategy is an integrated system designed to improve performance by attracting, selecting, developing, utilizing and retaining employees with the skills and talents to meet current and future organizational needs. In public organizations, the HR development model based on talent or talent is a process that is carried out systematically, namely the process of identifying, developing and retaining talented human resources. According to Lockwood (2006), talent management strategies focus on five areas, namely: a) Attracting, b) Selection, c) Engaging, d) Development e) Retaining talented employees.

A company relies heavily on employees with adequate capabilities. More than that, the company will try to improve employees' abilities by using the right management talent so that employees can show the best work potential. Unfortunately, not all companies master talent management strategies well, even though these strategies are very important to achieve a company's goals. Below are explained 5 Talent Management Strategies for Maximum Employee Potential Development as follows:

1. Take a personal approach. The first talent management strategy is to take a personal approach. This strategy will not work effectively without this effective approach. Each employee must have a different communication style. With this approach, the company will better understand the abilities and needs of each employee.

2. Recognize the talents that exist in each employee. All employees must have different talents, so the identification of these talents is an important part of this talent management strategy. A good company can help employees develop their talents. With this talent, employees can contribute more to the company.

3. A healthy work political culture. This talent development does not only focus on employee talents but more than that. This political culture of work is also very noteworthy. Do not let this unhealthy work political culture exist in the company where this will make the working atmosphere tense and uncomfortable. Employee productivity at work will decrease due to the uncomfortable atmosphere.

4. Benchmarking. Developing this star candidate becomes a source of strength and weakness. A manager needs to know his areas of strength and expertise and other areas where the employee needs improvement. How to do this strategy can use competency frameworks, skills audits, and also 360-degree assessments.

5. Motivate in a fun way. The last strategy that can be done is that companies can motivate employees in a fun way. Motivating these employees should not be underestimated because employees will continue to be excited and productive and even achieve the goals determined by the motivation they do. Motivate this not only by words but also by giving rewards or rewards and other surprises.

RESEARCH METHODS

The research approach carried out in this study uses qualitative approach methods. According to Bogdan and Taylor (Moleong, 2011), qualitative research produces descriptive data in text or speech of people and observable behavior. In the opinion (Arifin, 2012), this approach discusses backgrounds and individuals in general (holistically). In this study, the researcher acts as an important main tool because the researcher determines the study's direction, chooses informants as data sources, collects data, presents results, and discusses his findings.

Primary data collection was conducted through semi-structured interviews. The informants in this study comprised 3 people: The head of HR & GA Division, the Senior HR Manager, and HR Manager. Adapun instrument penelitian yang digunakan ialah: peneliti, pedoman wawancara, alat perekam, kamera dan alat write menulis.

RESULTS AND DISCUSSION

Implementation of Talent Management at PT INKA (Persero)

Talent management or Talent and Succession Management Program is considered the implementation of an integrated strategy or system designed by the company to improve performance through the process of attracting, selecting, developing, utilizing, and retaining employees who have expertise and talent in meeting the company's needs for present and future views. The application of talent management includes rules regarding the stages and methods of evaluation, recommendations for the final results of evaluation, implementation, and funding of evaluation, professional bodies organizing evaluations, and codes of ethics for the implementation of talent evaluation of directors. The importance of implementing talent management needs to be understood by all employees and the management of PT INKA (Persero). Based on the results of an interview with the General Manager of HR &; General Affairs, talent management is assessed as selecting and sorting employees used to develop and retain talent based on performance, competence, and achievement. Similarly, the Senior Manager of HR states that talent is if we say the employee is a human being. When he has something of value to him, giving output he provides benefits is his talent. Then all human beings, all employees, are talents. So if it is said that talent management is how all employees in INKA in this case are regulated by the company. The same opinion was also conveyed by HR Managers who knew about the meaning of talent management is how we plan, manage and develop employees with potential that will be projected to fill important positions at INKA. Talents are people who have potential, perform well & excel to be developed in career development. The Senior HR Manager explained that talent is an ability that exists in every individual that will be of value to themselves and will provide results or benefits to aspects of their environment such as colleagues and the company. Meanwhile, according to the HR Manager, it is explained that talent management is used as a program to hone the potential of employees who are projected to fill important positions at PT INKA (Persero) in the future.

Based on the results of the interview above, it can be seen that the three informants were able to understand talent and talent management in the company so that they could find out the purpose of talent management applied by PT INKA (Persero), namely to assess current performance and competence which will be used to determine careers, Development, and employee payroll systems. Suppose all employees and company management have understood the objectives of talent management. In that case, it can be carried out in harmony with other management functions to improve business and employee performance.

Talent management implemented by the company provides important advantages in terms of generational competence because determining talented employees who will be prepared to occupy important positions in the company will prepare strategies and competitive abilities in the future. The generational competence gained in managing talents at PT INKA (Persero) is an opportunity to apply a multi-generational perspective in identifying and responding to the needs of users of services and products produced and assessing market opportunities that can go undetected if they do not involve different generations because the point of view will also be different. Generational competencies can give a company a competitive advantage by maximizing its HR and talent management initiatives, minimizing the cost of knowledge loss, and expanding product marketing. Organizations will need the talent and engagement of every generation to build tomorrow's workforce.

After being able to understand the understanding of talent and talent management, another thing that needs to be understood is the process of the talent management program in PT INKA (Persero). This is due to the complexity of the talent management process, where it is

necessary to develop a talent management strategy, performance culture structure to find and have the right employees, and many other processes in the future Development of the program prepared, according to the General Manager of HR & General Affairs explained that the talent management program process was started by PT INKA (Persero) from the beginning of employee acceptance, namely the initial basis of planning based on RKAP and derived from the HR Strategic Plan which was tailored to the needs of the organization in each part of the company. Completing the statement of the General Manager of HR & GA, the Senior Manager of HR also explained that the beginning of the talent management program is by mapping the competencies needed by PT INKA (Persero) is the first process is mapping the competencies needed by INKA to go to business in the future. The same thing was also conveyed by the HR Manager, explaining that the beginning of the talent management program is by mapping the competencies needed by PT INKA (Persero) is with the ongoing process at INKA is to map in advance how potential, how competencies and how they perform based on soft and hard competency dictionaries, besides that it is also seen from its integrity, morality. Through the Talent Management System, the mapping of candidates who have superior potential and the process of determining employee classification based on criteria in 9 boxes to create a talent pool.

Based on the interview results above, it can be seen that the talent management process at PT INKA (Persero) begins with identifying the main needs of the organization in order to facilitate program decision-making. After identifying the main needs, the talent development center's level of ability and competence is determined based on potential, competence and performance based on level. Before the talent development center selection process, agreement must be reached on how many talent development centers there are in the organization. Talent Management System mapping candidates who have superior potential and the process of determining employee classification based on criteria in 9 groups to create a talent pool. The mapping of employees or talent pool of PT INKA (Persero) is assessed from 2 aspects of assessment, namely period performance appraisal and employee competency assessment results mapped in 9 pools. The talent pool is used as a candidate or group of employees who are considered talented and able to show superior performance results, provide role models and good reflections for other employees and have

competencies and achievements following company standards at each level of their position of interest. This is very influential for companies and institutions to produce sufficient leaders. Group-level decisions are divided into two parts. The next process is to set talent development competency standards. Managers must be firm in setting detailed goals and objectives. These goals are measurable and require a timeline to support the achievement of those goals. The talent management process ends with a talent evaluation that aims to measure the effectiveness of the Talent Management System (TMS).

Of course, in implementing a talent management program in the company, there are several challenges in the program system, internal company, and external company. The General Manager of HR & General Affairs explained that the challenge in implementing the talent management program lies in the talent management system itself. Today's challenge is the talent management system because when companies apply the system, it needs to be supported by accurate and valid data. However, this system does not yet have the data, so it cannot monitor and review the system. The same thing was also conveyed by the Senior Manager of HR, who explained that I felt the challenge was the absence of an adjusted blueprint from the implemented program and the company. The absence of blueprints and indicators makes it difficult for employees and management to understand and apply this talent management program. The HR Manager also clarified the statement, explaining that the number of policies on talent management regulations was a challenge that I felt. In addition to policies regarding regulations, the problem that arises besides that affects is the culture or culture of INKA. Many employees are still a priori or think that with today's policies and systems. Even though the system's name is just a system, the implementation returns to what it used to be. Perhaps the challenge is to convince employees that we or management are consistent in using this.

Based on the interview results above, it can be concluded that implementing the talent management program has challenges and constraints on the talent management system itself. The company PT INKA (Persero) does not yet have Key Performance Indicators and data related to the talent management system, so the company is difficult to supervise. The absence of Key Performance Indicators and previous data will also affect employees because employees and company management find it difficult to understand and

apply for talent management programs following established government policies related to talent management.

KPI or Key Performance Indicator, is an important aspect that has not been realized by PT INKA (Persero) in the implementation of talent management. This will affect the effectiveness and results of talent management in the company because KPIs are used as a tool to measure the success of employee performance and projections that will determine and make movement patterns as well as directions and goals following the implemented program, namely talent management. Key Performance Indicator has an important role because its preparation has 5 success factors for implementation: specific, measurable, attainable, relevant, and times based. Current and future perceived challenges force companies to address by implementing talent management strategies that are effective and tailored to the company and the changes taking place. The General Manager of HR & General Affairs explained that talent management is said to be effective if the talent management program is said to be effective if it can provide a good, measurable, and accurate system. As for now, the talent management carried out by the company is only a KPI size, so it can be considered inaccurate and needs improvement. When someone has a clear performance, it can be so that their productivity will also be carried away well and can be measured. That is why we are in the process of improving KPI planning, KPI preparation, and recruiting consultants, then. We also prepared a review to prepare the competency level index, our competency dictionary, because it is still too broad. Maybe it can still be simplified and more focused. So that later if it is measurable, it can immediately enter everything to be recorded properly so that no one is used to it. It is hoped that INKA employees are accustomed to such measures, so they are encouraged or motivated to improve self-development to improve their performance or performance, which will automatically increase their productivity.

Based on the results of the interview above, it can be seen that the effectiveness of the program implemented in the company is seen from a structured and accurate system. According to the General Manager of HR & GA, the talent management program needs to be improved so that it will be more accurate and can increase employee productivity. These improvements can be made by replanning KPIs (Key Performance Indicators), preparing KPIs, recruiting consultants, inserting competency level indexes, and detailing the company's competency dictionary. If these improvements have been implemented, the talent management program can run effectively. Meanwhile, according to the HR Manager, it is explained that the talent management program at PT INKA (Persero) has not run effectively because there is still a lack of equitable distribution of soft competencies due to the mapping of these competencies. Over time, they map HR competencies through employee development, promotion processes where we have a database, and backing up data. Our desire is to be as effective as possible and objective as possible in applying soft competencies so that the accuracy level is high and potential employees are truly accommodated. Competency mapping must be based on established regulations and policies.

Based on the results of the interview, it can be seen that it is necessary to develop soft competency mapping that is adjusted to company decisions and conditions so that it can be used as employee development and have a competency database owned by each employee so that it can facilitate competency mapping in the company. Mapping what has been recorded by the system will make it easier for companies to carry out talent management programs. The talent management implementation program is effective if it has carried out several stages: human resources planning, talent scouting, talent pool, talent acquisition, and training and Development.

After knowing the effectiveness of the talent management program, then it is necessary to know how the practices related to recruitment, placement, Development, engagement, and retention of employees at PT INKA (Persero), which the General Manager of HR can explain &; General Affairs that one of the recruitment practices developed at INKA is to recruit pro-hire in several positions that we are preparing for their needs. We recruited some pro-hires that we adopted from the existing system in SOEs, namely the cross-talent system. We hold continuously every year for recruitment, although the amount will also be adjusted to needs. So that there is no gap or stagnant, that is, vulnerable age is maintained, the distribution is also well maintained. This year's ongoing Development with several intensive training programs internally and externally, we also conduct benchmarks such as comparative studies or studies to other companies within the Ministry of SOEs or private companies following INKA's core business.

Based on the interview results above, it can be seen that PT INKA (Persero) has a recruitment system with a prehire system adopted from the existing system in SOEs, namely the

cross-talent system using a Certain Time Work Agreement (PKWT). PT INKA (Persero) also provides Development to employees to maximize performance and develop talents by providing intensive training programs within INKA and external parties. The company conducts comparative studies or studies to other companies within the Ministry of SOEs and companies related to duties and responsibilities. The selection, placement, and Development carried out by PT INKA (Persero) are related to the talent management program used to maximize current and future HR performance.

Based on the interview above, it can be concluded that talent management benefits the company in terms of preparing the ability and performance of talented employees to occupy a position in the future. This can be useful for the sustainability of the company in the future. Talent management has a strategic space in HR management to support the improvement of its performance, maintain reliable human resources, and ensure strategic positions can be filled in the future. Such human resources are people with specific and unique skills valued for their contribution to organizational performance. Meanwhile, according to the HR Manager, it is explained that talent management can provide cultural value to the organization. Talent management influences the organization by increasing the value of corporate culture, morals, and trustworthiness that will uphold the trust given. Competent is to continue to learn and develop capabilities. Harmony is caring for each other and respecting differences. Loyal is dedicated and prioritizes the interests of the nation and state. Adaptive is continuing to innovate and being enthusiastic about driving or facing change. Collaboration is building synergistic cooperation.

Based on the informant interview above, talent management can be used to improve the value of the culture concerned by holding the trust given to provide maximum performance and preparing competent employees by continuing to have the desire to learn and develop capabilities. This is because talent management is an overall process from recruitment, placement to Development and planning for employee success. Employees who have high qualifications and skills are selected and included in a talent development center program (talent pool).

Talent management implemented by the company is related to the individual career development of each employee. Career development is an approach companies take to change an employee's status, position, or position

in a company. This career development focuses on employee development as well as employment. In the career development process, three parties play the same role: the employee himself, the manager, and the company. According to the General Manager of HR & General Affairs, talent management can affect the career cycle of employees starting from the beginning of recruitment with management trainees. Then when they become permanent employees, talent mobilization becomes very fast. It will affect the career cycle of employees because talent management will be related to each employee's potential, competence, performance, behavior, and outcomes. Implementing performance management is closely related to the employee's career.

Based on the interview above, it can be seen that talent management can affect the career cycle of employees starting from the beginning of recruitment by becoming a management trainee who will be guided by their knowledge and potential so that they become permanent employees. Then after becoming a permanent employee will be assisted in talent management with the Development of a career system developed by PT INKA (Persero) following the plan for forming professional human resources consisting of structural and specialist levels. Cross-career, namely the career transfer of employees/employees from the structural level to the specialist level or vice versa, can be done as long as it meets the criteria according to applicable regulations. The detailed career system assessment mechanism is regulated in the Board of Directors Regulation, which has considered the input and suggestions of the PT INKA (Persero) Labor Union.

The talent management process implemented by PT INKA (Persero) can be concluded in the following description:
1.	Talent identification strategy
	This initial process is called talent criteria which is the preparation of strategies regarding talent management that will be carried out by identifying the most important, most risky, or related key positions in the future program to be implemented. This stage will also determine the criteria for candidates to be selected and the conditions to be given for important positions in the company at each level of the position, including personal characteristics, business and functional knowledge, work experience, performance, and potential positions. In this initial process, an equal distribution of employees

is carried out, which aims to find talents who will be included in the talent pool. A talent pool is a group of people who have been identified as able to develop over time and be treated as organizational assets.

2. Selection of talented employee candidates

The second process in talent management is called talent pool selection. Talent pool selection is a process to find, select and have candidates who match the criteria and standards at each predetermined level. Three criteria in determining talent, namely competence, knowledge, skills, and characteristics, are very important for the success of a particular job. Behavior (attitude), namely all activities of an employee which cannot be observed directly or that cannot be observed by external parties, and performance (performance), manifesting the quality and quantity of employee work.

3. Talent development

After talent is selected, the company needs to keep talented employees in the organization while continuing to develop their abilities and competencies. Talent development is a process that plays an important role in implementing a talent management system in an organization. To carry out the company's strategy, companies need to develop the talents of people and employees to hone their skills and competencies following the needs of trained talents.

4. Candidate monitoring and talent outcome evaluation

In this last stage, all activities are carried out to monitor, review, and evaluate the progress of each activity. Evaluate the growth and progress of Talent Management Program participants for each assignment given and form the basis for succession and promotion decision-making. Talent evaluation is intended to measure the effectiveness of the Talent Management System (TMS) so that the program's implementation can be adjusted to the dynamics of talent development. Talent evaluation is carried out with a coaching system by coaches from, internal or external.

Corporate Strategy and Talent Management

Talent management is an organization's ability to attract, motivate, retain, and develop the ability of employees to convert individual talent into organizational talent to obtain superior results. Talent management deals with companies' strategies to ensure the right individuals are in the right jobs. Talent management can be a corporate strategy supporting the company's vision (Rofi'ah et al., 2022). This is following the statement of the General Manager of HR and General Affairs of PT INKA (Persero), which explained that to realize the vision, mission, values, and strategy of the company, which currently must be the company's concern, namely managing railway manufacturing for the better even towards the best, that means it must be a role model World-class manufacturing. To go in that direction, we are preparing a talent management program by preparing people or employees ready to go there. From our human resources, we must be better prepared in the era of disruption, so employees are required to be more prepared and care about their environment, meaning that employees are willing to make changes, willing to make adjustments because it is no longer possible with the previous pattern with conditions like this. So we survive more. In internal consistency, I can say that it is still not ready and I can give less value because each function of the talent management dimension is working individually. So there is no continuity between the dimensions of talent management itself.

One of the achievements of the company's vision and mission at PT INKA (Persero) is supported through a talent management strategy. To become a world-class railway manufacturing role model, PT INKA (Persero) began preparing a talent management program for employees. The strategy of achieving the company's vision through talent management is carried out by forming human resources ready to face disruptions in production and business activities. Human resources that can survive and adjust to unstable conditions will strengthen the company and survive in the disruption era.

Talent management as a strategy to achieve the company's vision at PT INKA (Persero) is still considered unprepared and not following the statement of the General Manager of HR and General Affairs of PT INKA (Persero). This is because the functions and dimensions of talent management have not worked together. So there is no continuity between the dimensions of talent management.

One of the steps in the talent management strategy at PT INKA (Persero) is to implement employee competency development. This follows the statement of the HR Manager which states that

making rules of the game related to employee competency development both soft and hard competencies. They were related to the company's strategy that we want to change immediately, supported by reliable human resources. Guidelines that are closely related to the Development of employee competencies will be made so that good talented employees will be obtained. We will equip employees with soft competencies and hard competencies. Every talent management process must align with the company's strategy to support the company's vision, mission, and values. Making guidelines regarding employee competency development is necessary for the company. Employee competency development guidelines aim to form more reliable human resources or employees according to their expertise and obtain employees with good talents. Through employee competency development guidelines, companies can develop soft competencies and hard competencies of employees. In addition, implementing the talent management strategy prepared at PT INKA (Persero) must be in accordance with the company's vision, mission, and values.

Based on the results of interviews with informants regarding talent management strategies at PT INKA (Persero), it is known that talent management can be one of the strategies in achieving the company's vision through the Development of quality human resources. The vision of PT INKA (Persero) to become a manufacturing and business company that provides solutions for land transportation systems can be achieved by developing quality human resources. The Development of quality human resources can be done by preparing HR competency development guidelines as a step in implementing talent management at PT INKA (Persero). Talent management as a strategy to achieve the company's vision at PT INKA (Persero) is still considered not ready, and the dimensions of talent management are still running respectively. So the implementation of talent management still does not work cohesively and can run optimally at PT INKA (Persero).

The strategy carried out by the HR division in implementing talent management at PT INKA (Persero) by conducting training and developers. Training and Development are carried out to form superior human resources of PT INKA (Persero) by adjusting to the company's values. So that in achieving the company's vision with various strategies that have been set, the company must follow the company's values and culture. Employee training and Development at PT INKA

(Persero) is provided at all levels of employee positions. This follows the explanation given by the HR Manager, who explained that the HR Division had made plans to provide training for all employees from the staff level to the highest level based on the values of the company's culture. In addition to planning training and development programs to obtain superior human resources, it can be done by placing employees according to their interests and competencies to provide maximum performance for the company. The Senior HR Manager explained the employee placement strategy according to their interests: indeed, people can have interest capital; the second is passion. So if someone in us stands out in a certain way, we usually give opportunities. Later, usually, the boss will convey to the GM to provide reinforcement, can apply for training, then brainstorm."

There are several ways that companies can identify talented employees. Companies can identify talented employees in the company, according to the General Manager of HR and General Affairs of PT INKA (Persero), by assessing employee performance results. This is following the statement of the General Manager of HR and General Affairs that the results of the assessment and performance results. In addition to what I said earlier in performance management, the superior or structural officer is also focused, and I emphasize mentoring programs and coaching programs that must be run. Everything should focus on developing existing competencies. The results of the performance appraisal conducted by the HR Division and General Affairs of PT INKA (Persero) will then be submitted to the structural officials of each division. The performance appraisal results can then be used as a basis for the preparation of mentoring programs and coaching programs that companies can run to develop employee competencies. Performance appraisals at PT INKA (Persero) are carried out periodically. Performance appraisal can be carried out every month or semester following the explanation submitted by the HR Manager, who states that through monthly and semester performance appraisals. Employee performance appraisal is carried out to improve the quality and profession of HR to strengthen the HR management system. The stages in performance appraisal at PT INKA (Persero) can be explained as follows:

1. Planning
    At the planning stage, it is carried out by setting assessment points. The planning stage of determining employee performance targets

is based on organizational targets derived to each work unit up to the individual level.

2. Supervision

The supervision and study stage is carried out periodically on the results of achieving targets each period. The supervision stage is carried out by examining the achievement of predetermined targets. Examination of the results of target achievement is carried out every semester or every 6 months, usually in the middle of the year and the end of the year.

3. Assessment of performance achievement results

Assessment of performance achievements in one year period. The purpose at this stage is to map the strengths and weaknesses of performance in each employee so that with assessment points, the less satisfactory results can be improved and the planned targets can be achieved.

Employee performance appraisal can also be done as an employee performance evaluation tool. Following the results obtained through interviews with informants who know about talent management at PT INKA (Persero), it is known that the way to identify talented human resources in the company is through assessment or assessment of performance results. Employee performance appraisals are carried out periodically at monthly or semester intervals. Performance appraisal at PT INKA (Persero) is carried out in three stages: planning, supervision, and assessment of the results of performance achievements. Each stage of performance appraisal is carried out to assess employee performance as material for employee evaluation to improve their performance.

Talent management can also be one of the company's strategies to determine the succession of positions or leadership. Talent management will show superior human resources to occupy available positions in the company. According to the HR Manager, the succession of positions in the company can be done through talent management by conducting competency mapping. With this talent mapping, we can prepare qualified future leaders of INKA, meaning that we can already map these employees suitable for this field and others so that we have prepared generations or cadres to fill positions or certain fields at the INKA management level. Soft competency mapping can be done to prepare future leaders of PT INKA (Persero) who are superior and qualified. Talent management can be used to map employees based on competencies and fields they master so that companies have prepared the next generation of available employees to fill in those fields

according to the order of management level and competency. Through talent management, education history, interests, experience, and work position history are recorded and can be used to consider succession to positions at PT INKA (Persero). A succession of positions through talent management can allow potential employees to occupy positions according to their competencies, skills, and experience in a particular field. Based on the statement of the General Manager of HR and General Affairs, it is known that the picture of succession with talent management strategy at PT INKA (Persero) is still limited to a concept that has not been officially determined. This follows the information statement by the Senior HR Manager, which says that talent management has been outlined as a board of directors regulation or what so far does not exist. So there it is to build his career.

Based on the statement of the Senior HR Manager, it is known that talent management has not been officially established through a board of directors regulations as a strategy in developing employee competencies at PT INKA (Persero), so this can cause less structured implementation of talent management at PT INKA (Persero) and make the talent management function not optimal in maintaining and developing HR competencies at PT INKA (Persero) to get superior human resources and be able to survive in the company.

Following the results of interviews that have been conducted, it is known that talent management can be used as a strategy in the succession plan for positions and leadership at PT INKA (Persero). Mapping competencies can apply talent management in the leadership succession plan to find superior human resources following the competencies and fields they master. However, in its application to PT INKA (Persero), talent management is still limited to concepts and has not been outlined in official company regulations. This makes talent management at PT INKA (Persero) still not optimally applied to the company.

The absence of official regulations regarding talent management at PT INKA (Persero) makes the company have a design for adopting talent management to get superior human resources. The General Manager of HR and General Affairs of PT INKA (Persero) explained that adopting talent management in companies is a mandatory need for now because no company does not seem to implement or adopt talent management to manage existing human resources. So it is a need, and then we feel that this is very supportive for the growth and Development of the company, for the company's performance, and the improvement of

the company's performance. Talent management is currently a mandatory requirement for a company in managing human resources. Adopting talent management can support the growth and Development of the company in terms of the utilization and management of human resources available in the company. Excellent and well-managed human resources by the company will improve company performance, so adopting talent management can improve company performance.

The HR and General Affairs Division has prepared a design for applying talent management to obtain superior human resources and have equal human resources with competencies. Here is a statement from the Senior HR Manager stating that there is an organization that must have employees who are below average. Some are above average. There must be. Our PR in HR is to evoke that, but we also cannot do that without a system. That is why we create a system. That is a grading system that involves superiors. Superiors must foster employees who tend not to maximize productivity must be treated. Do not let alone be left because humans have their values.

PT INKA (Persero), through the HR and General Affairs Division, has compiled the concept and design of talent management to obtain superior human resources. One of the designs prepared by the HR and General Affairs Division is to compile a work appraisal system involving superiors. The system is structured so that other employees do not leave behind employees with less-than-optimal performance. Therefore, adopting talent management can support the growth and Development of the company's human resources. Human resources managed well by the company, such as employee competency development and position placement in accordance with competence and experience, will maximize employee performance, ultimately improving company performance.

CONCLUSION

One of the keys to success in implementing a system in the company is the suitability of the system to the characteristics and needs of the company. This is also the basis for researchers' considerations in designing a talent management system for plantation companies.
This study aims to design appropriate strategies and talent management models at PT INKA (Persero) and analyze the implementation of talent management programs at PT INKA (Persero). Based on the data analysis and discussion described in the previous chapter, it can be concluded as follows:

1. The program strategy and talent management model at PT INKA (Persero) has not been fully implemented. This follows the statements of each research informant who explained that the talent management strategy at PT INKA (Persero) is in the conceptualization stage and has not been outlined in the form of a board of directors regulations. So that the application is still inconsistent because each function of the talent management dimension still works independently, and there is no continuity between talent management dimensions.

2. Talent management has been implemented by PT INKA (Persero) and has begun to be understood by definition by research informants. Regarding talent management, implementation has not been assessed as effective and appropriate at PT INKA (Persero) because it does not have Key Performance Indicators and data related to the talent management system. Hence, the company is difficult to supervise. The absence of Key Performance Indicators and previous data will also affect employees because employees and company management find it difficult to understand and apply for talent management programs following established government policies related to talent management. This is because Key Performance Indicators are an important aspect that will affect the company's effectiveness and results of talent management. After all, KPIs are used as a tool to measure the success of employee performance and projections that will determine and make movement patterns as well as directions and goals following the implemented program, namely talent management. Talent management at PT INKA (Persero) is implemented with several stages, including the preparation of talent identification strategies, selection of talented employee candidates, talent development, and candidate monitoring and evaluation of talent results.

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