

Creating Sustainability Through Talent Management Improvement: PT. XYZ

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ABSTRACT

This study analyzes the Human Resource (HR) challenges at PT. XYZ, a private company dedicated to promoting Indonesian products globally through a digital export ecosystem. Despite having a clear vision and mission, PT. XYZ faces significant HR issues, particularly in planning, recruitment, and people development. The company lacks defined values, a comprehensive HR roadmap, and structured job descriptions, resulting in high employee turnover and unclear career paths. Competency development and performance management systems are underdeveloped, leading to subjective performance evaluations and inadequate career development strategies. Interviews with HR personnel and an examination of internal and external factors revealed these issues. Recommendations include transforming HR functions from administrative to strategic, developing a comprehensive HR roadmap, and implementing objective performance management and career development programs. These strategies aim to enhance HR efficiency, retain talent, and align HR practices with the company's vision, mission, and business goals.

Keywords: HR Planning, Recruitment, Performance Management, Career Development.



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INTRODUCTION

Situation Analysis

Overview of the Company

PT. XYZ is the work of the local national champions, starting from an awareness of the tremendous developments in digital and social media. PT. XYZ understands that the world is now borderless. and PT. XYZ are moved to bring Indonesian product into the trade radar, and committed to building a digital-based export

ecosystem that provides services from upstream to downstream. They promise to make it easier for the stakeholders in accelerating the export of Indonesia's superior service products.

The one-stop service in the ecosystem is a strong link to answer the biggest challenges in a series of journeys to realize export transactions, namely human resources toward the principles of digitalization and ecommerce, broad access to

potential buyers from abroad, including the help to get financing, and logistics support.

PT. XYZ is a private and family company. It is a subsidiary from ATT Group. PT. XYZ have 3 subsidiaries PT GETI, PT AEXI, and PT UPI. PT. XYZ's ecosystem provides an integrated program to increase HR capacity through the GETI Incubator. The company is providing open wide access to global customer, also supports the licensing and logistics for Micro Small and Medium Enterprises. It also provides a trial market in the country of Indonesian Trading Business by meeting global standards to solve the challenges of trading local products to the international realm.

Vision

To Be the Ecosystem Global Trade Icon

Mission

- Becoming a leading export accelerator through global standard digital access.
- Creating innovative programs on a global scale.
- Creating economic value for local brand suppliers, SMEs, farmers and fishermen through the services provided.
- Building collaborations with global e-commerce platforms, as the main access for Indonesian products to enter the global trade radar.
- Empowering all generations of young people in Indonesia, especially in HR Competence to compete in the global market.
- To strive all businessman and third parties likes domestic e-commerce and supplier to get the best services.
- To prioritize for transparency based on the shared philosophy.

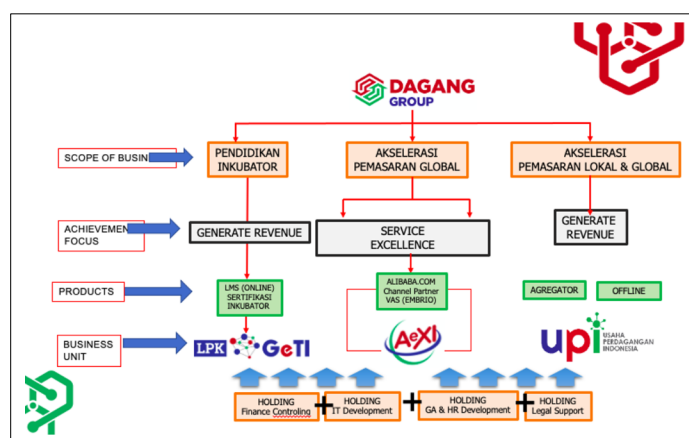


Figure 1. Share Holding Structure

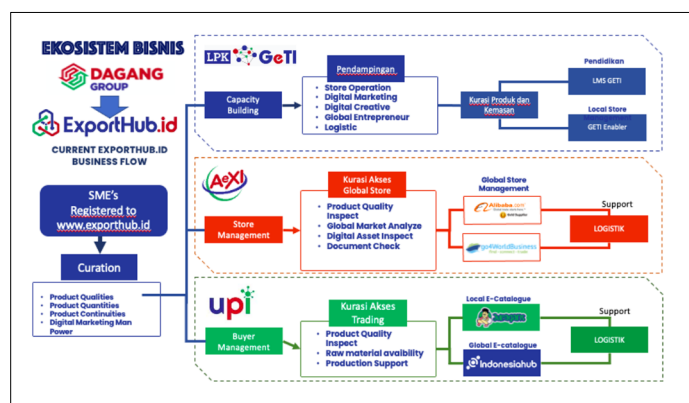


Figure 2. Business Flow

Table 1. Demographic Composition Based on Gender

Based on Gender				
	UDI	GETI	AEXI	UPI
Male	20	23	9	15
Female	15	15	11	3
TOTAL	35	38	20	18

Table 2. Demographic Composition based on Age

Based on Age				
	UDI	GETI	AEXI	UPI
20-25	18	14	9	2
26-35	11	17	10	9
36-50	5	5	1	7
>50	1	2		
TOTAL	35	38	20	18

Objective

The Objectives of this paper are to give advice and recommendation for the company’s Human Resource Department especially in Recruitment & People Development in the company to be more efficient and stable, to help the organization develop ideal employees based on Vision Mission and Values company, to create people development strategy to support the business, and to keep the talent in the company and keep the lowest turn over cost.

Benefit

The Benefits the company can expected are to prevent the outflow of talents and to develop training programs that could retain and satisfy employees. Through the advance HR system, stable company operations can be expected.

Literature Review

HR Planning, Recruitment & Selection

In The Organization need Human Resources (Employee or Employee Candidate) for to support the business, and the function of them to doing who the employee have responsibility in the function. Human Resource Management is the knowledge or how to organize employee to work efficient and effective to achieve of the vision organization (Handoko,2020)

Competencies, Learning & Development

The company faces competitive market and industry, to equip them not only to focus on developing technology areas but also enabling on how to design competencies and people development program. The company can achieve the target and can compete in the market if the company can improve and develop in the internal environment especially in the technology and people development. Developing is a long-term education process for employee in the managerial function to get abstract concepts and systematic theory (Satrio, 2016).

Performance Management System

Performance management system (PMS) is the measure of alignment between employee and organizational objectives (Armstrong, 2015). An Effective PMS implementation process necessitates that employees eagerly accept and effectively participate in the goal-setting process.

The literature has conceptualized PMS in many ways. Lawler (2003) found certain design factors responsible for PMS, for example ongoing feed bac use of behavior based measures, preset goals, trained raters and equitable reward. however his study considered and used items pertaining to performance appraisal in terms of its relationship with different reward practices although he used the terms PMS.

Zhong et al. (2016) have also found that individual-level performance is beneficial for organizational performance. The interplay between individual and organizational control has recently shifted from technical to social mechanisms, where technicality of control and command is concerned with a structural and bureaucratic trend to cultural and behavioral aspects leading to organizational outcomes (Smith & Bitici, 2017)

Smith and Bititci (2017) conduct an exploratory action research involving pilot and control groups

from two departments of a U.K. bank to find out the interaction between performance management, work engagement and performance. they find that effective performance management enhances employee work engagement in those who find themselves comfortable at work and more inclined toward better performance.

Career Development Strategy

Problem human resource in the company is how to retain the employees. Human resource which one capital who the company had. the company must have planning, implementation until evaluation HR comprehensive program. to upgrade the quality each employee in the company in the each business which one the concern of the company for improve and compete in the global market and especially in digital era. the aims of them are to get better opportunity to be market leader (Kotler in Amar & ketut, 2019).

RESEARCH METHODOLOGY

Research methodology used 2 methods, combination between literature review based on high quality journal and qualitative in-depth interview conducted with the keypersonal.

Journal

The literature review is based on journal to searching to fulfill the gap of the research.

Interview

Interview is conducted with the HR Department PT. XYZ on Friday, December 24th, 2021. The aims of the interview is to know what are the HR Problem from all areas including planning, recruitment and selection, competencies, learning and development, performance management system and career development areas.

RESULT AND DISCUSSION

HR Issues PT. XYZ

Internal Environment: People Development Issues

Based on Interview on Friday, 24th December 2021, with HR department PT PT. XYZ (ExportHub.id) have a big issues in the company especially in the Human Resource Department. The issues of the company likes:

1. Planning, Recruitment & Selection

ExportHub.id have a Vision and Mission but have not published their corporate Values. In the competitive market Values of the company is very important, values is first step to assess the behavior of each candidates employee the first time they will join the company. HR is currently doing administrative work, there are no planning, the company does not have an HR roadmap. The corporate planning is unclear in delivering values to their subordinate. Especially in HR department, roadmaps are important to support the business. In the roadmap usually HR have a program for short-term, middle-term and long-term. Accountability of the HR program comes directly from the director. In addition, there is also no budget plan for HR. The Job description is unclear, just a list of tasks, not align to the business process and Vision, Mission, and Values of the company. If the job description is unclear, it will impact directly to the unclear job specification. The function of the job specification is to measure each function in the division or department and to get the job evaluation's grading. The tendency of high turnover is due to the unclear job description, huge workload, and unclear career path.

The Manpower Planning is based on user request if the workload in the department is overload or if the company or division get a new project. Users ask the HR team to provide for them. And the employee category consists of 2 categories: permanent employee (with probation) and contract employee based on project. The recruitment tools from officer to Assistant Manager is using Potential tools (IST, Pauli, Papikostick, Graphology),

Behavioral Event Interview with STAR Technique (for all functions). But for managerial level-up usually based on recommendation from user. There are 5 steps of recruitment process in PT. XYZ: The user submit application form, HR looking for the candidate in social media/jobseeker platform or recommendation if the candidate is for the key position, interview with HR, interview with User, and the final interview with the director.

2. Competencies, Learning & Development
Unclear competency and not aligned with the Business planning, Vision, Mission, and Values. There is no people development tools to measure employee competencies in the division and training is based on request by user, and not referring to company's needs. There is no template and standard quality for development programs. There are two forms of developing program method by PT. XYZ: Training - certification and sharing knowledge from the user to the subordinate.
3. Performance Management System
There are unidentified key result areas and key performance indicators. The performance management system uses subjective score. The result is like or dislike through the scoring. There is no Performance Management System's yearly program scoring based on the Objective Key Result. HR does not become a facilitator for Performance appraisal. All target and scoring are based on the user. In addition there is no salary and benefit structure.
4. Career Development Strategy
Unclear career path and there is no Career Management Program. Management is not aware of career aspiration from employee. Star candidates in HAV matrix scoring were chosen subjectively because there is no career committee, based on user's perspective.

Retaining the star employee are done with salary adjustment but there are no measurement of employee's happiness survey.

External Environment: PESTLE Analysis

For the external analysis, PESTLE analysis is conducted to get new strategy initiative and program to achieve or improve especially in the HR department.

1. Political Condition
Policies and stimulation through the selective PEN (Pemulihan Ekonomi Nasional). Programs are needed to stimulate growth in potential sectors. Especially for investors.
2. Economic Condition
Economic performance projection in 2022 especially post Covid-19 the government and BI optimist 4,7 – 5,5%.
3. Social & Culture Condition
Milenium characteristic in Indonesia preferably choose the groovy work environment, worklife balance, and in 2045 Indonesia is aiming toward the gold generation.
4. Technology Condition
The government must make a leap frog regulation for infrastructure of Information Technology and communication in Indonesia.
5. Law/Legal Condition
Government especially The Ministry of Communication and Information need to support the foreign investor, apply the safe harbor policy to protect owners, traders, and users of online trading platform.
6. Environment Condition
Currently the competitor and start up industry growth rapidly, total start up in Indonesia until 2100 (OJK).

CONCLUSION AND RECOMMENDATION

Recommendation

Recommendation/Initiative Strategy HR Planning, Recruitment & Selection Strategy Solution

- Transform the HR from just administrative

personnel function to HRM and for a long term to become Human Capital Management if the business sustain and growing.

- Provide Roadmap/Framework HR Short-Middle-long term based on corporate planning and issues from company environment. Compile all the issues from internal environment with 7s Mckinsey Plus and the issues from external environment with PESTLE analysis. Conduct Focus Group Discussion to gain information.
- Review Vision, Mission, Values
 1. Vision: what are the dream of the company or top management. Compile with focus group discuss method.

List Of Dreams	Vision What do The Company want to be?

2. Mission: what do the company to achieve of the dream? The big strategy to achieve of the company. Compile with focus group discuss method.

Vision What do The Company want to be?	Mission What do The Company want to do?

3. Values: what are the behaviour the company and employee need to achieve each mission. Compile with focus group discuss method. Each mission that has many behaviours, behaviours that often appear are indicated as core values. The number of values is not binding. If the number is large enough then it is divided into 2, core values and their derivative.

Mission What do The Company want to do?	Values What are The Behavior the company and employee must have and need to achieve

- Review Business Process, Organization Structure & Scope of work ARCI
Review all of activities of the business to produce key result areas and key performance indicator with knowledge or competency who the business need.



Mega Proses										Major Proses	Business Proses	TASKS	ACTIVITIES	Output Produk (BMA)	Key Performance Indicator
Process Model															
L1	L2	L3	L4	L5	L6	L7	L8	L9	L10						

1. Mega Process is interpretation of chain process of the company to produce the product or services. The Director is accountable of the process. The director will do the planning and directing of the subordinate.
2. Major Process is cascading of the mega process usually the process from the Director to the Division head. The director will be directing and monitoring of the internal regulation
3. Business Process is third layer cascading from the major process usually the process from the division head to the department head. The division head will be directing and monitoring subordinate.

- 4. Task is fourth layer after department head, department head to do the monitoring and review all of task of subordinate
- 5. Activities all of activities to support of the task. The activities are to review, collect and prepare all the task.

- Scope of Work with ARCI Methode
The RACI/ARCI matrix is a responsibility assignment matrix system that brings structure and clarity to assigning the roles people play within a team. It's a simple grid system that you can use to clarify people's responsibilities and ensure that everything the team needs to do is taken care of. The acronym RACI stands for:

1. Accountability

This Person is the "owner" of the work. he or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. There is only one person accountable, which means that "the buck stops there."

2. Responsibility

These people are the "doers" of work. They must complete the task or objective or make the decision. Several people can be jointly responsible.

3. Consulted

There are the people who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.

4. Informed

These people need to be kept "in the picture". They need updates on progress or decision, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.

Output Produk (KRA)	Key Performance Indicator	Process Owner (Accountable)	PIC - Roles di unit kerja (R or C or I)			
			GM	Mgr	Asmer	Staff

- Calculate Work load analysis
Workload analysis can be undertaken to determine the optimal manpower requirement for the organization. This can also provide the vital strategic inputs to Recruitment in bringing in the necessary right fit (in terms of skill sets, timing, and placement). Other benefit of doing workload analysis is to polish up current organization structure and company's business process.

WORK LOAD ANALYSIS					
Total product in 1 year	frequency product during in 1 year	duration in hour	duration in minutes	Total Process Time Duration	Full Time Equivalent (FTE) = 95760
A	B	C	D	E	F
		C= Total hour each activities		E=A*B*D	F=E/FTE

Figure 1. Work Load Analysis

- Making Job Design making Job Description based on Busines Process

Each company must have business process, from mega process until activities. After the company make them, that are materials for making job design and job description. In the job design must have responsibility each function, there must have name each function, each function must have job purpose, each function must have job purpose and why the function can do the each activity and why the function must doing and achieve them. And each function have main responsibility that consist of description, product until the Key performance Indicator.

Responsibility	plan and direct	Direct and Control (L2)	Control and Monitor (L3)	Monitor & Review (L4)	Review & prepare (L5)	Prepare & collect (L6)
Business Process	L1	L2	L3	L4	L5	L6-L6
Function Name	BOO	General Manager	MANAGER	ASMEH	SPV	OFFICER
Job Purpose (How, What, Why)						
Main Responsibilities	Description	Product	KPI			

Figure 2.

- Making Job Qualification
Job qualification have a purpose like to identify the qualification each function who the company need and the qualification usually become the material to analysis job evaluation. That's the important for the company to have them.

ASPECT	BOO	GM	MANAGER	ASS. MANAGER	SPV	OFFICER
Description each Competencies in job family						
Dimension who must achieve in the indicator based on Vision, Mission and Values						
Score/Scale	5	5	4	3	2	1
Keyword	Want, Know, Able, Transfer, Improvement and impact especially in culture of work	Want, Know, Able, Transfer, Improvement and impact especially in culture of work	Want, Know, Able, Transfer and Improvement	Want, Know, Able and Transfer	Want, Know and able	Want and Know
Scope Dimension	employees, company and external environment	employees, company and external environment	Employees, partner in other division	Employees, partner in the similar division	Employee and partner in the unit business	Employee
Behaviour Indicators each position must achieve						

Figure 8.

- Training Need Analysis Tool
TNA is tool to measure dan to now gap competency each employee, and the tool usually the company used for people developing program for employee based on business needs.

ASPECT	QUESTION / REQUIREMENT	MINIMUM POIN/SCALE (1 - 5) BASED ON POSITION	ASSESSMENT POSITION BASED ON USER (SCALE 1 - 5)	NOTE: NEED TO DEVELOP OR PASS
VALUES				
MANAGERIAL SKILLS BASED ON JOBDES				
TECHNICAL SKILLS BASED ON JOBDES				

Figure 9.

Recommendation/Initiative Strategy Performance Management System Strategy Solution

- Making Key result areas and KPI Trees for setting the target business, division, etc.
After the organization making business process usually each function has key result area from top management until officer, ideal condition each organization make Key Performance Indicator Trees. The aim of KPI trees is to measure each position, so that it can achieve the target set by the company from the top management until the officer all the KPI are aligned.

POSITION: GENERAL MANAGER	JABATAN: MANAGER	JABATAN: ASS. MANAGER	JABATAN: SPV	JABATAN: OFFICER
DIV/DEPT:	DIV/DEPT:	DIV/DEPT:	DIV/DEPT:	DIV/DEPT:
KRA KPI WEIGHT	KRA KPI WEIGHT	KRA KPI WEIGHT	KRA KPI WEIGHT	KRA KPI WEIGHT
L1.1 KPI1.1 %	L2.1 KPI1.1 %	L3.1 KPI1.1 %	L4.1 KPI1.1 %	L5.1 KPI1.1 %
		L3.2 KPI1.2 %	L4.2 KPI1.2 %	L5.2 KPI1.2 %
		L3.3 KPI1.3 %	L4.3 KPI1.3 %	L5.3 KPI1.3 %
L1.2 KPI1.2 %	L2.2 KPI1.2 %	L3.4 KPI1.4 %	L4.4 KPI1.4 %	L5.4 KPI1.4 %
	L2.3 KPI1.3 %	L3.5 KPI1.5 %	L4.5 KPI1.5 %	L5.5 KPI1.5 %
	L2.4 KPI1.4 %	L3.6 KPI1.6 %	L4.6 KPI1.6 %	L5.6 KPI1.6 %
	L2.5 KPI1.5 %	L3.7 KPI1.7 %	L4.7 KPI1.7 %	L5.7 KPI1.7 %
TOTAL 100%	TOTAL 100%	TOTAL 100%	TOTAL 100%	TOTAL 100%

Figure 10.

- Create Performance Appraisal
Performance Appraisal is a method by which an employee’s job performance is documented and evaluated. This method is part of career development and consists of regular reviews of employee performance in the organization

to managerial skills. This assessment is carried out periodically, be it per year, per six months, up to every four month. The aims of implementing a performance appraisal is to increase company productivity, make decisions regarding promotions, job changes and terminations, identify what is needed to do a job (positions goals and responsibilities), assessing employee performance against position goals and improve employee performance.

NAMA PENILAI	:				
NAMA KARYAWAN	:				
DIVISI	:				
DEPARTEMEN	:				

TYPE OF COMPETENCIES	GM	MANAGER/ASMEN	SPV	OFFICER
SCALE COMPETENCY	5	4/3	2	1
KEY RESULT AREA	40	50	60	70
VALUES	20	20	20	20
MANAGERIAL COMPETENCY	20	15	10	5
PEOPLE SKILLS	20	15	10	5
TOTAL SCORE	100	100	100	100

Figure 11.

ASPECT	OUTPUT PRODUCT JOBDES	REQ. MIN.			TOTAL SCORE	
		TARGET	WEIGHT	TOTAL	REALISATION FROM TARGETSCORING BASED ON USER	TOTAL SCORE
I	II	A	B	C=A*B	D	F=(D/A)*100
KEY RESULT AREA BASED ON JOBDES						
SUBTOTAL KEY RESULT AREA		0	0			0

ASPECT	BEHAVIOUR INDICATOR FROM COMPETENCY DICTIONARY	REQ. MIN.			TOTAL SCORE	
		SCALE POSITION BASED ON COMPETENCY DICTIONARY	%	TOTAL	SCORING BASED ON USER	TOTAL SCORE
I	II	A	B	C=A*B	D	F=(D/A)*100
VALUES						
SUBTOTAL VALUES		0	0			0
MANAGERIAL SKILL						
SUBTOTAL SOFTSKILL		0	0			0
PEOPLE SKILLS						
SUBTOTAL PEOPLE SKILL		0	0			0

Figure 12.

TOTAL POIN/PER HARI	SDN	D	B
GAP TOTAL	= C - F		
RESULT ASSESSMENT	IF(K26<=24,"NEED IMPROVEMENT";IF(K26<=126,"STANDARD PERFORMANCE";"GOOD PERFORMANCE"))		
NOTES FOR EMPLOYEE			
1			
2			
3			
4			

Figure 13.

- Create Bonus Formulation
Company not only focusing on how to sustain the business, but also the company must focus on how to retain all employee. After employees achieve the target, the user scores the Performance appraisal, then the HR will compile, recap and report to top management about the bonus each position and each function. The aims of them, to retain the

employee especially for star employee, so that they will stay for a long-term in the company.

SCALE	DEFINITION	PERFORMANCE APPRAISAL	QUALITY OF WORK MANAGEMENT	MANAGEMENT SKILL	SK	SPV	OFFICER
100	100	100	100	100	100	100	100
90	90	90	90	90	90	90	90
80	80	80	80	80	80	80	80
70	70	70	70	70	70	70	70
60	60	60	60	60	60	60	60
50	50	50	50	50	50	50	50

Figure 14.

Recommendation/Initiative Strategy Career Development Strategy Solution

- Create Human Asset Values Matrix and Committee Talent
From performance appraisal, HR can know the star employee and candidate Star. HR usually will coordinate with the user or report to management about these candidates. If the company does not give a

retaining program for star employee usually the employee will move to other company or competitor.

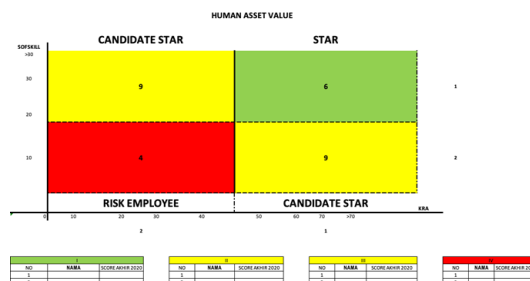


Figure 15.

If the company have many star candidates, the company must have committee talent. The committee consists of a mixture of all division and department heads to assess star employees for internal movement processes, especially for career paths.

MANAJEMEN	
MANAJERIAL	
MANAJER	
MANAJERIAL	

TYPE OF COMPETENCIES	BOD	GM	MANAGER	ASS. MANAGER	SPV	OFFICER
SCALE COMPETENCY	5	5	4	3	2	1
CORE COMPETENCY	35	35	35	35	35	35
MANAGERIAL COMPETENCY	40	35	30	25	20	15
FUNCTIONAL COMPETENCY	25	30	35	40	45	50
TOTAL SCORE	100	100	100	100	100	100

ASPECT	QUESTIONS	REQUIREMENT		SCORING ASSESSMENT BASED ON COMPETENCY DICTIONARY				ASSESSMENT SCORING AVERAGE FROM COMMITTEE	TOTAL NUAL KANDIDAT	MEDIAN DEVELOPMENT RESULT IN TRAINING (AND) ASSESSMENT
		SCALE POSITION BASED ON COMPETENCY DICTIONARY	% TOTAL	COMMITTEE 1	COMMITTEE 2	COMMITTEE 3	COMMITTEE 4			
		A	B	C	D	D1	D2	D3	D4	G = ((E1+D1)+(E2+D2)+(E3+D3)+(E4+D4))/4
VISION										
MISSION										
SUBTOTAL VISION & MISSION		0	0						0	
VALUES										
SUBTOTAL VALUES		0	0						0	
MANAGERIAL SKILL										
SUBTOTALS OF SKILL		0	0						0	
FUNCTIONAL SKILL										
SUBTOTAL HARI SKILL		0	0						0	
TOTAL POSITION SCORE		100%	0						0	
GAP TOTAL		= C - F								
RESULT ASSESSMENT		IF(K26<E26;"NEED IMPROVEMENT";IF(K26=E26;"STANDARD PERFORMANCE";"GOOD PERFORMANCE"))								
NOTES FOR EMPLOYEE										
1										
2										
3										
4										

Figure 16.

Conclusion

Digitalization enables the Business to grow rapidly. In this VUCA volatile, Uncertain, Complex and Ambiguous era, without digitalization business will have no competitive advantage. If the business does not change their internal condition, the business will decline from the market.

The issues in PT PT. XYZ is currently HR Planning, Recruitment & Selection, Competencies, Learning & Development, Performance Management System and Career Development are not in ideal condition and not optimal.

To avoid talent war, PT PT. XYZ must change and improve step by step especially in HR department through reviewing the business

process, making a roadmap of HR based on business, making the values, competencies dictionary, job description and job qualification, making the job grading, salary structure, and improving performance management system, career development and bonus formulation.

PT. XYZ plays a role in achieving one of the 17 SDGS namely Decent Work and Economic Growth (number 8). With a digital export background, PT. XYZ helps and supports MSMEs to export their products until they are ready to enter and compete the global market. MSMEs area the key sources of employment and economic growth in Indonesia. PT XYZ needs to empowering Indonesia MSMEs to have the confidence, knowledge, and be ready to reach and compete in the global market with high quality products and service.

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