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PERFORMANCE BASED TALENT MANAGEMENT SYSTEM DESIGN SOFT SYSTEM METHODOLOGY APPROACH

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ABSTRACT:

In the dynamic global business competition of today's globalization era, to sustain a competitive advantage, Talent Management has become one of the crucial efforts for organizations to face the future. Talent Management systems have also become a critical issue for modern organizations in their endeavors to optimize employee performance and achieve competitive excellence. The success of an organization is determined by highly talented human resources, and human skills are an integral part of a company's business strategy to develop the organization. This research aims to develop an innovative Talent Management System using the Soft System Methodology (SSM) approach to increase effectiveness and efficiency in human resource management. The research methodology involves structured steps of SSM, including understanding the problem context, identifying the stakeholders involved, formulating problem understanding, and designing the system. Data for this study were collected from various sources, including interviews with top-level managers, employees, and human resources departments, as well as document analysis. The research findings indicate that the implementation of a Performance-Based Talent Management System can provide significant benefits to the organization. With the SSM approach, the changes that occur are more easily accepted and adopted by all involved parties, as it involves collaboration and active participation from stakeholders. The results show that impact evaluation of actions taken is necessary for continuous learning, and implementation with adjustments based on feedback and experience is required.

Keywords: Talent Management System, Organizational Performance, Soft System Methodology

INTRODUCTION

In the dynamic competition of global business in the current global era of globalization, to be able to survive in a competitive advantage is influenced by the development of global competitiveness. This requires every organization to have resources that encourage a competitive environment and be able to face a more favorable era of change in the future sustainability of the organization. The initial development of this competitiveness was triggered by a talent war (Talent War) that has occurred since 1998 which was proclaimed by Mckinsey & Company with the statement "to get a better talent must be fought for", and "in the next 20 years, the company will be owned by technology conscious businessmen. In managing a talent, the company will provide much better results for shareholders" (Maarif et al., nd) . Talent management is very important for the strategic success of the organization, it is a priority for the organization. Talent Management is a strategic management that addresses the systematic identification of key positions, which are considered as an organization's sustainable and competitive advantage (Zulkarnain, 2021) . To fill in the key person is one of the main responsibilities of the management. Talent management systems can improve organizational performance by influencing employee

motivation, organizational commitment, and over-representational behavior (Saputro & Soeling, 2023).

Talent Management has been a topic of conversation for Human Resources for the last few years (Yulianto, 2021) . This has become a flagship program for various companies in order to achieve the vision, mission and strategic goals as well as to increase organizational growth and sustainability (Growth and Sustainability). (Haerani, 2017) (Armstrong & Schmidt, 2008) . The unpreparedness of superior talent in facing challenges in the current era is a very important factor in finding solutions. A survey conducted by Deloitte in 2012 stated that only 2% of their professionals considered the global employee mobility function to be world class, and more than 70% of business Human Resources (HR) practitioner stakeholders felt that global employee mobility was underperforming and required significant investment. significant to encourage the development of his talent. In the report of the World Economic Forum (WEF), which is explained in the Global Competitiveness Index, it is stated that Indonesia has experienced a downgrade during 2018 – 2022 in HR skills or skills every year. in 2019, dropping to rank 65 in 2020, dropping to rank 80 in 2021, and dropping to rank 82 in 2022. This downgrade was due to several components that caused

GTCI in Indonesia to decline. This is influenced by: (1) Quality of Education and Training, (2) Ability to attract and retain talent management, (3) Availability of employment, (4) Attractiveness and quality of the environment. A country's ability to attract and retain talented, skilled and potential talent in areas of demand in the labor market.

The success of a company is determined by the talent management strategy used. For this reason, a Talent Management system is needed which has a crucial role in supporting organizational growth and performance (Karina & Ardana, 2020). By identifying, developing and retaining talented individuals with relevant skills, organizations can ensure their sustainability and competitiveness in the global market. This is where it is important to design and implement an appropriate talent management system, which is able to accommodate various organizational needs and optimize employee potential. In managing optimally, talent can produce performance that can have a significant effect on the survival of the organization. The problem in Talent Management in BUMN companies today is that there is no talent yet, so it requires a process to find and determine employees who are eligible to become talents for the Talent Pool category by arranging talent employees and levels that will become career paths, how can this mechanism be

passed and how can this be done? This mapping is carried out based on an assessment that measures the capabilities and performance of talents who have gone through a process of observing and measuring what is potential and individual performance for the organization. McKinsey foresaw that in the future, the demand for talent would increase and the supply of human beings diminish, making the constant search for the best and brightest an expensive battle.

It is in this context that this research was conducted which aims to design an innovative and performance-oriented Talent Management System using the Soft System Methodology approach. In addition, this study also aims to evaluate the impact of the proposed system implementation on overall organizational performance. The results of this study are expected to provide valuable insights for practitioners and researchers in the field of HR management as well as make important contributions to the academic literature.

RESEARCH METHODS

This research was conducted at PT X, which is a company engaged in construction and is one of the companies under the auspices of the Ministry of BUMN. This analysis involves mapping opinions and practical input from experts and practitioners regarding policy

implementation and talent development. This research method uses systematics based on seven steps using the Soft Systems Methodology (SSM) approach. The approach will be explained in the problem description so that knowledge capture (KC) modeling can be done. Data collection uses Observation Techniques, structured interviews involving respondents consisting of 4 (four) experts namely Talent Management Managers, Specialist Positions, and HR Experts consisting of Talent Managers of BUMN companies engaged in Banking. The conceptual model built will serve as a medium for expressing opinions in dealing with problem situations (Van Rooyen & Labuschagne, 2016) (Sociologist, 2020) . Data processing and data analysis using the SSM approach uses 7 research steps (Septiana & Maulany, 2021) , namely:

- a. Examine unstructured problems (Examine Unstructured Problems). At this stage, it is necessary to collect information related to problems that occur in the field. The analysis tool used is a Root Cause Analyst to solve a problem by identifying the root causes.
- b. Express the Problem Situations Information obtained in the previous stage is expressed into a rich picture or can be called a representation of the current problem. Rich Picture is an unstructured picture that
- c. communicates all things to think about the problem analysis strategy that occurs.
- c. Make a definition that fits the problem (Build the definition that is related to the problem situation). The most important part at this stage is to formulate the root deviation. This is based on a system of "Customer, Actor, Transformation, Weltchnaung, Owner and Environment" then the root defiation is translated into the CATWOE model.
- d. Creating a conceptual model (build conceptual model), based on the root defiation above, each element will be defined and the conceptual model needed to achieve the ideal target will be created. This model identifies the results of a human activity system (HAS) that comes from the expression of the problems in the rich picture and presents the relationship between activities. This conceptual model is an adaptation process in which there is a reciprocal relationship between activities. This conceptual model is a modeling process with the results of the expression of the problem. All elements of CATWOE are included in the conceptual model.
- e. Comparing the conceptual model with the problem (Compare the conceptual model with the problem

situation) This stage. Aims to compare the conceptual model developed in stage 4 with the problem situation disclosed in stage 2. In this stage, each party involved provides a perception and assessment of the activity being modeled to determine what should be maintained and reviewed.

- f. Set appropriate and desirable changes. The purpose of this stage is to identify and determine the desired changes in a systematic and reasonable manner. Changes can occur in the structure, procedure or attitude of a person. The modified model will be a recommendation for intervention strategies to improve the situation.
- g. Action to improve the problem situation (Action to Improve the Problem Situation). At this stage, the problem improvement strategy will be implemented in real action for the expected changes.

RESULTS AND DISCUSSION

This research was conducted at PT X, which is a company engaged in construction and is one of the companies under the auspices of the Ministry of BUMN. This analysis involves mapping opinions and practical input from experts and practitioners regarding policy implementation and talent development.

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 7. Action to improve the problem situation (Action to Improve the Problem Situation). At this stage, the problem improvement strategy will be implemented in real action for the expected changes.
 8. Image against patient loyalty mediated by patient satisfaction
Image against patient loyalty mediated by patient satisfaction with the original sample value is 0.107 positive and t count of 2.187 > t-table (1.960) and *p-value* 0.031 < 0.05 and the original sample value is positive. With thereby hypothesis on research This is accepted. That is, the image of patient loyalty can be mediated in a positive and significant manner by patient satisfaction

9. Quality service to patient loyalty mediated by patient satisfaction
Quality of service to patient loyalty mediated by patient satisfaction with the original sample value is 0.100 positive and t count of $2.220 > t\text{-table}$ (1.960) and *p-value* is $0.028 < 0.05$ and

the original sample value is positive. With thereby hypothesis on research This is accepted. That is, quality service to patient loyalty can be mediated in a positive and significant manner by patient satisfaction.

CONCLUSION

From the results something study this, have impact in a manner managerial in application a business strategy organization, in particular in field management talent For reach performance organization supported by adequate employees. As for the solutions that can conducted by PT X as company state-owned construction namely draft planning in implementation of business strategy with focus management talent like the application of deep talent pool environment organization, p This aim For know strength in company, with maximizing existing employees in environment company. this expected No need done manually, because company Already own directed concept.

Application of this talent pool own impact to company that is exists regulations and decrees in choose talent as "the next leader" of the company For now and the future come. With thereby the talent pool principle must understood, planned and implemented by various part especially in companies

BUMN construction in development talent to employee company.

Business Strategy Necessary organization applied to companies For increase something performance in organization that is seen from Business Strategy planning in Management Talent. in support business strategy organization. Management Talents involves the process of identification, development, and management right talent For fill in strategic position in the company. In the context of the talent pool, the company need have an effective database and system For manage and utilize existing internal talents as well as interesting talent new from outside organization. Management Good talent can give various benefit for company. With own deep understanding about talent possessed, the company can become more competitive in attract, retain, and develop employee talented. Management Talent also helps company reach objective strategic with optimizing potency employees, increase performance, and maintain superiority competitive.

Apart from that, it's important For create and maintain a strong talent pool. Talent pool is gathering individual with potency ready height For fill in position key in the company. With have a good talent pool, company can reduce risk lack future talent and anticipate change need organization. utilise Management Talents and talent pools effective company need apply practices best in recruitment, development, appraisal performance, and retention employee talented. It's also important for create environment supportive work development and growth individual as well as give opportunity clear career.

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