Creating Sustainability Through

TALENT MANAGEMENT

Improvement

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Creating Sustainability through Talent Management Improvement

Community Engagement Service of IPMI's MBA students

in the field of Talent Management

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Dedication

For a successful MBA program, action based, and experiential learning is a must to get the greatest exposure. In IPMI International Business School every MBA subject should be highly implementable and ready to support real businesses including Start-Ups and Small Medium Enterprises. This book is the IPMI MBA school dedication to all the current and future players of Start Ups and SMEs in Indonesia

Talent management deserves as much focus as financial capital management in corporations.

JACK WELCH

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EDITOR'S NOTE

According to the Freedom of Learning and Freedom Campus concept (Merdeka Belajar Kampus Merdeka = MBKM) supported by the Minister of Research and Higher Education, the Indonesian campus should embrace the corporation and the community and becomes the change agent for sustainability development. In accordance with the MBKM concept our MBA classes are action based through the implementation of the Business Concept in the real-world including start-ups and Small Medium Enterprises. In this class the topic is concerning Talent Management and its contribution toward supporting company's sustainability.

The Integral Aspect of Talent Management

The landscape of the business competition is changing, the organization has to give more attention to the employees especially for their special talent otherwise they will leave the organization. Talent is a person's power ability to repeatedly inspire and arouse emotion in other people. The arousal is not a once off thing. The inspiration and arousal of emotion e.g. happiness, joy, wonderment, excitement, could be through all kinds of sources and channels for example through the leader's speech and tenor voice, the lyrics to a song, a beautiful architectural design or well produced motion picture or an excellent sport or business [1]. Other author defined Talent

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[1] Danie Joubert, *Talent Management* (Randburg, Knowress, 2007) p. 6

consist of individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer-term by demonstrating the highest levels of potential[2]. The Management process consists of five steps: planning, organizing, staffing, leading, and controlling. The Talent Management is part of an important management aspect for modern organization. It is oriented toward the integrated process of planning, recruiting, developing, managing, and compensating employees[3].

The aim of talent management is to create conducive working condition for the employees so that they can work with a high level of motivation and feeling happy. If they are happy and satisfied, they can perform well for the organization and serve the customer in the right way. The successful companies are not built solely on the thing leaders and managers do by themselves. Successful companies are the result from what the leaders and managers can get their employees to do. This requires an understanding about the work from the perspective of others and knowing how to predict and change employees' behavior to be aligned with the business needs.[4]

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[2] Mark Wilcox, Effective Talent Management (New York, Routledge, 2016)p.37

[3] Gary Dessler, *Human Resources Management Fifteen Edition* (Boston, Pearson, 2017) p. 132.

[4] Steven T Hunt, *Common Sence Talent Management* (San Fransico, Willey, 2014) p.2

There are some activities that should be performed by the managers in relation to human resources management and talent management, these included: Conducting job analysis, planning labor needs, recruiting job candidates, selecting job candidates, orienting new employees, managing wages and salaries, providing incentives and benefit, appraising performance, communicating (interviewing, counselling and discipling), training employees, developing managers, and building employees relation/engagement[5].

The implementation of good talent management can avoid some mistakes, which normally happened in organization, such as: to have your employee not doing their best, to have the wrong person for the job, to experience high turnover, to have high number of accidents, to have less training which undermine your organization's effectiveness and to commit any unfair labor practices. Talent Management shall be integrated and in line with organizational strategy to build employees behavior which support the performance of the organization.

The Importance of Talent Management in Supporting Sustainability.

This study aims to report the role of talent management (TM) in improving organizational sustainability (OS). The study also introduces the importance of employees' sustainable

[5] Gary Dessler, Ibid p.39

behaviour (SB) in achieving three-dimensional sustainability goals in the form of economic, social, and environmental aspects. The underlying assumptions are considering these triple bottom line of people, planet and profit into all the policy and regulation of the Human Resource Department

Four companies were chosen as the counterpart to implement the Talent Management strategy. Each group of students work hand in hand with the local champions of each company. Data was collected through a direct participatory approach with the local champions from each company. The counterparts were engaged in a team-work collaboration to come up with a workable recommendation.

The recommendation for each company was presented through a live zoom session which has become a necessity in this COVID era. Each of the counterparts were present and were part of the participatory community engagement process. Findings are showing a positive feedback from the counterparts, as the local champions eagerly welcome the recommendations to be implemented in their respective companies.

The limitation of the study comes from the limited time available of working with the counterpart / target business. Future classes could choose to work on the continuation of the program to maintain the sustainability of the program.

Being a business school, students are encouraged to focus more into the practical implication's aspects. This final

work accomplished the target to evaluate the students based on their ability to implement the learning experience in the form of practical implication to a real business entity.

The Content of This Book

In the first chapter Camila Lastrilla, Herry Yusirwan, Muhammad Naufal, Muhammad Tarekh Alfatha, Tania Mentari Desriyani are working hand in hand with a promising start-up for the millennials which is called Brilio.net. As a digital start-up Brilio is showing a significant growth and is looking forward to have a promising Talent management strategic approach. Currently it is quite challenging to recruit a high quality talent, and IPMI MBA students were able to come up with some recommendations.

In the second chapter HNTI is the company of health care equipment provider. The equipment is Nuclear based therefore would need a high degree of qualification and specific requirements for Talents. This is a unique challenge for Talent Management strategy to be solved by the young Talent Management consultants from IPMI MBA students: Yoon Ko Woon, Naufal Adiyanto, Vicky W. Zahid, Indana Nabhan

The third chapter is dedicated to the school, IPMI International Business School or formally called Sekolah Tinggi Manajemen IPMI. Albert Yuda, Fadhillah Indra Budi, Giovanni Alexander, Rosada Tri Asnada came up with a brilliant idea to map the existing and the desired culture based on the

population of the IPMI's team. The mapping gives an interesting point of view for further actions.

The fourth is a Talent Management development project for Jasa Marga. Ahmad Fikri, Dyah Indra Arianti, Argia Sinarta, Mely Primayanty are devoting their time to propose a set of recommendations for Jasa Marga. As a leading State Owned Enterprise in providing toll road services, Jasa Marga needs a high quality policy on Performance Evaluation. The junior consultants of IPMI MBA students are giving their best to propose their recommendation for Jasa Marga.

The Pandemic situation has highly impacted the Higher Education in Indonesia and campuses in the whole wide world. One of the toughest challenges is how to develop the best way to evaluate the learning process of students during their learning process in the campus. The traditional way of checking the student's ability through written exam is no longer fulfilling in this Pandemic era. One touch of Google will give the students a full range of answers just by copy pasting the information. Nevertheless, in this evaluation through Community Engagement Service, the experience itself is rewarding and is giving a great impact both to the society and organizations and to the students as well. The students become the consultants with the real assignments for real companies, where they can implement their knowledge and skill in the most inspiring and motivating way for a better future of Indonesia specifically the businesses that they are collaborating with.

CHAPTER ONE

Talent Management Analysis of Brilio.net

Camila Lastrilla, Herry Yusirwan, Muhammad Naufal, Muhammad Tarekh Alfatha, Tania Mentari Desriyani

Sekolah Tinggi Manajemen IPMI

Introduction

Situation Analysis

Nowadays, internet and digitalization are deeply immersed in our daily lives. By a simple touch, all the information accessible to man can be reached. By opening a browser in the most essential tool – a smartphone – the universe is there. Social media, E-commerce, digital media platforms are competing to innovate to provide the most convenient way to satisfy our needs. The transition of everyday wants and needs from traditional approach to digitalization is inevitable.

It's no secret that the population of Southeast Asia are some of the most avid internet users. At any given

time, there are some 415 million people online or using some sort of digital device. This is huge compared to 346 million in North America and 183 million in Western Europe, according to data compiled by Hootsuite and We are Social, both social media management and researchers. Without a doubt, Indonesia makes up a significant portion of internet users in the world.

In January 2021, there were 202.6 million internet users in Indonesia alone. The number of internet users in Indonesia increased by 27 million (+16%) between 2020 and 2021. Internet penetration in Indonesia stood at 73.7% in January 2021. The growing number of internet users were provided by the 345.3 million mobile connections in Indonesia in January 2021. This number is increased by 4.0 million (+1.2%) between January 2020 and January 2021. The number of mobile connections in Indonesia in January 2021 was equivalent to 125.6% of the total population.

Indonesians that do use the internet, also spend a substantial amount of time staying on it. They averaged 8 hours and 36 minutes online per day, much more than the global average of 6 hours and 42 minutes. The 8 hours and 36 minutes spent online per day makes Indonesia the fifth most digitally active country behind the Philippines, Brazil, Thailand and Colombia.

The digital media industry in Indonesia is one of the emerging digital sectors that is rapidly growing. The

need to be updated to the recent news domestically and also internationally made the digital media industry became more competitive. As the result of this digitalization of media, the digital media industry has become an advertising channel that is considered extremely beneficial for marketers.

The Digital Media overview of Digital Media Industry in Indonesia is summarized in Digital Media Landscape of Indonesia, that made by Dable— the technology-based startup company established by four entrepreneurs from RecoPick of SK planet. With more than a decade of experience in technology having worked for companies like Naver and SK planet.

According to the research, the results show that 88.78% of all web media users consume news content via smartphones. Meanwhile, almost all smartphone users (95.4%) are Android users with the majority of Google Chromebrowser usage (mobile: 82.44% and PC: 64.29%). In terms of news consumption, the distribution of readers based on gender shows that the number of male readers in Indonesia is double that of female readers (33.5%). Meanwhile, the distribution of readers based on age shows that the largest readership age (38%) comes from the 25 and 34 years old, followed by the 18- and 24-year-olds (20%), and the third largest age group (17%) comes from readers aged 35 and 44 years old.

Dable also made a list of 50 top digital media company in Indonesia, which included Okezone.com, Tribunnews.com, Detik.com, Liputan6.com, Kompas.com, Brilio.net, Kaskus.co.id, fimela.com, etc.

The digital media industry is a complex ecosystem of many different companies that makes use of digital media for doing their business. Companies that make use of phones, computers televisions and so on are all part of the digital media industry. Video production, Film, advertising, marketing, e-learning, graphic designing companies are some examples that form an integral part of the digital media industry.

Companies in the Media & Entertainment, Telecommunications and Technology (TMT) sphere view finding and retaining skilled employees as core to taking advantage of opportunities for growth. Even with increased funding, most HR departments will need a combination of innovation and new talent strategies to overcome the challenges they are facing. The 2020s are sure to see further disruption as companies continue their quest to optimize use of available resources, time, and talent.

Challenges of Human Resources

The following challenges represent some of the issues facing many companies throughout the sphere and beyond, according to BDO Global:

a. Competing for a Scarce Resource

Demographic pressures, leading to a shallower talent pool, are increasingly felt by companies across the globe, intensifying the competition for skilled employees. This is something that also applies to companies in the TMT space.

b. Addressing the Millennial Question

The shifting demographics also leads to a need to combine diverse generations with different value sets and work style preferences. Boomers, Generation X'ers and Millennials each have their approach to work and ideas about work-life balance. Similar issues surround preferred communication methods and frequencies.

As a group, Millennial's value professional and personal growth, a sense of purpose, high-quality management and chances of advancement. Addressing such needs should be a priority for company HR and management efforts.

c. Efficient Upskilling of Employees

In a constantly evolving market, life-long learning is a cornerstone for businesses. Finding the optimal ways of upskilling or reskilling existing employees is ranks in the top three for tech CFO's current and coming initiatives. With a looming shortfall of 4.3 million workers by 2030 in the TMT

space, the same applies to media & entertainment and telecoms companies.

Organizations are often faced with a dilemma. Making time for structured training programs often encroaches on already jam-packed calendars, lowering the efficiency of both work and training. Moreover, aligning schedules for group lessons is often almost impossible. Integrating new, more flexible ways of furthering skill sets and delivering training is needed.

d. Integrating the "Alternative" Workforce

Developing alternative workforce strategies could include training programs and formal processes for onboarding skilled freelancers via part-time or full-time contracts. Without such processes, companies may be at risk of losing valuable experience, should their preferred freelancers find better opportunities elsewhere.

e. Staying "Human"

Confronted by increased competition for skilled employees, changing workforce demands, the need to incorporate life-long learning, and efficient integration of alternative workforce elements, companies need to adapt their processes and strategies. Technology will invariably be part of the response to such challenges.

Keeping that human element in interactions, culture building, finding and retaining employees, as well as in daily management while integrating new technological solutions will be a challenge for HR and management throughout the coming decade.

Our Partner

Brilio was established in March 2015 to offer alternative media options targeted towards the younger population. They are part of KapanLagi Youniverse, the largest online media group in Indonesia with more than 101 unique visitors per month and producing more than 50 thousand articles per month. The current CEO of Brilio is Danny Purnomo.

As a part of KLY Group, Brilio's main focus is on entertainment and also the community segment of digital media. Their mission is to Entertain, Inform, and Empower millennials throughout Indonesia. Even though they are included as a new player in digital media industry, Brilio has ranked 12th in top 50 digital media sites in Indonesia.

Their working culture tends to be fun rather than confrontative, focusing on their core values and also their mission in creating a great content for the users. Their culture is to empathize and establish a relationship with individuals in our audience to help us prioritize their

experience and enjoyment above all else. Every team member is required to always be active in the search for work perfection by always prioritizing integrity. Brilio also sees the importance of orientation towards action rather than discussion and their company operates on these values.

Statement of Problem

The talents obtained by Brilio often do not meet the expectations of the user - an employee from Brilio who requests the job position. It has been found that talents are specifically lacking in capabilities and overall attitude. Despite having a positive 10- 15 percent turnover rate, Brilio experienced an unlikely recent event: a new talent submitted his resignation just a few weeks after being hired. This indicates that there are many deficiencies in the applied talent acquisition process, and these are even more exacerbated by the COVID-19 pandemic conditions which gives limitations on onboarding new talents, such as online interviews over face-to-face ones.

In addition, amidst the increasing use of online media in Indonesia, Brilio's HR department does not yet have a long-term strategy (6 months term). There is no plan to improve the talent acquisition system to cater to this expected trend of increasing digital. This raises a question for the researchers. Does Brilio take into account the HR department's involvement in making strategic decisions for the company?

Furthermore, the job vacancy posts on common job portals are more informative than on their own career site. Utilizing job portals may be more convenient in screening forms and application volume, but the company's site is expected to be more reliable regarding available job position details.

Purpose of the Study

The primary purpose of this qualitative study is to produce solutions that are effective in improving the shortcomings in Brilio's current talent acquisition process. Taking into account the conditions of the pandemic and the challenges in the world of digital media, Brilio requires a strategy that can adapt to the development of technology to acquire talents without compromising the whole system.

Significance of the Study

The significance of this study is to be able to provide a fresh perspective on a very relevant industry and the people that are in it. It is important to study the issues surrounding human resources and talent management especially in the recruitment and interview process in order to provide a unique contribution or impact in this field.

Problem Solving

Task Assessment

In order to provide the best possible solution to the problem of under skilled talent not matching expectations after the user interview, the researchers mapped the current implemented talent acquisition process scheme at Brilio as seen below:
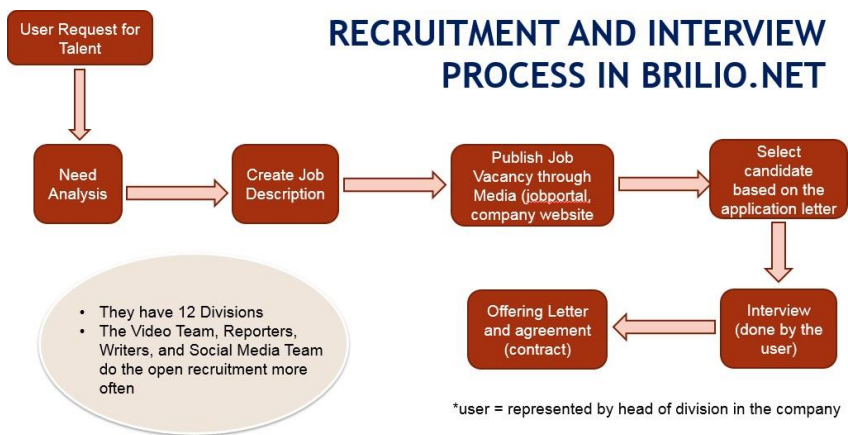

Figure 1.1. Brilio Talent Acquisition

As seen in the figure above, non-form assessment is done only by the user through an online interview. The HR department does not conduct any form of assessment to reconfirm talents' capabilities nor attitudes. This raises a concern as it was revealed to the researchers that there was no process or method to validate the talents' skills before hiring. Hiring talents is costly, and today's executives know outstanding talent is one of the most important drivers toward organizational success (Pulakos & Kantrowitz, 2004).

To solve this gap in the talent acquisition process, the researchers proposed a solution called the "Task Assessment". This involves a form of job trial assessment that will be conducted in between the application screening and user interview in the entire process.

The "Task Assessment" is an achievement-based assessment that will test the efficiency and accuracy of a candidate upon completing a task within a certain period. The role of the HR Department in the "Task Assessment" step is to collect the data from the user's preferences of skill qualifications and then applying these to the given task. The HR Department will evaluate a minimum passing grade for each task. Only qualified candidates who have passed the task assessment are eligible to proceed to the user interview. Finally, the user-submitted qualifications, the passing grade and results will be compiled into a database for future use. The database will make it convenient for the HR Department to quickly retrieve data should there be an opening with the same required qualifications from the user. Furthermore, all or parts of the task assessment may include multiple desirable qualifications and be replicated for several positions.

As this has many advantages, it also comes with shortcomings. One of them is the possibility of third-party involvement in the task completion. It may be difficult to apply, but a strict monitoring system is required and need to be adjusted accordingly. Overall, the researchers believe that this

"Task Assessment" will be a helpful tool in filtering our qualified over the underqualified talent in the hiring process.

Long-term Strategy: Talent Workshop

Brilio can take advantage of the positively increasing digital media business trend at this time. The need to grow is desired by all businesses, including Brilio. In particular, talent acquisition should also be in line with the plan to improve upcoming developments. Therefore, the researchers have proposed a solution to grow the current talent pool called the "Talent Workshop".

The "Talent Workshop", similar to any other workshop, will include intense skill development in a short period of time. The purpose of this workshop is to create Brilio's own talent pool. The workshop will be held periodically either online or offline depending on conditions such as environment, budget, amount of information in the workshop and more. The skills taught in the workshop may refer to the task assessment database along with the passing grade results of previous recruits. Talents that passed the workshop will receive certificates that can be utilized later by Brilio in the hiring process. This will help in easily matching the certified applicant to the users' requested qualifications in effect enabling the HR Department to form a future talent pool.

Furthermore, Brilio could also cooperate with the academic institutions to hold the workshops. Not only it will increase application volume, but it will also strengthen Brilio's

positioning among the academics. Workshops could also be held publicly cooperating with renown figures and companies. In the long run, this strategy has many applications and will conveniently allow the HR Department to hire the right talent.

Website Improvement

The solution to the lack of job position information on the career site is to simply improve the current postings. Common job portals are considered preferable for HR due to the ease of managing the incoming application forms and the huge volume of talents. The researchers believe talents tend to browse the company career site to gain a detail information of the company and the job descriptions. Thus, it is imperative to be more informative than job portals, te to attract these talents.

Research Methodology

A qualitative research approach for this study was chosen because qualitative methods are especially useful in exploring, constructing and analyzing descriptive explanations from our research partner, Brilio. Furthermore, the researchers together with their partner hope to uncover the underlying issues within the current talent acquisition process through a triangulation of observations, previous written data and interviews. Further analysis will seek to comprehend the phenomenon from collected qualitative data.

Data Collection

Due to the COVID-19 pandemic situation, the primary source of data for this study was limited to an online interview.

For this study, qualitative online interview was the primary method of data collection. The interview was conducted mainly to collect three qualitative data points. First, the researchers collected descriptive information on Brilio's current talent acquisition process and tools used. Second, the researchers collected data on the issues and challenges that Brilio has been facing. Lastly, the researchers collected data on the company's strategies on talent acquisitions for the short and long term. These three data points were collected through a Zoom meeting online video interview.

The research partner was Brilio HR representative, Ms. Chaerunnisa. She was interviewed thoroughly. Ms. Nisa responded truthfully and honestly to the interview questions and gave pertinent information to the subject topic. The researchers found that the information acquired from this interview was accurate and sufficient enough to complete the full report.

The semi structured questions were as follows:

a. How is the recruitment and interview process in Brilio.net?
b. What are the challenges faced by the HR team by the current procedure?
c. How could talents discover your job recruitment information?
d. How far is the HR involvement in talent acquisition process?

e. Is there any differences regarding the process before and after COVID-19 pandemic?

f. Which department open a job recruitment more often? And why?

g. Is there any long-term strategy for HR team in Brilio?

Data Analysis

The analysis of this study occurred in three phases. First, the transcript of the interview was reviewed and used as basis for analyzing and reconstructing Brilio's talent acquisition process. Data and analysis was used in mapping all the current issues and challenges accordingly. Next, the researchers performed a SWOT analysis and took into account the current problems of Brilio and the digital media environment in order to formulate possible solutions.

a. Strengths
- Brilio's small HR department makes streamlining procedures easy and fast.
- The interview is performed by a user who submits a request for the available job position.
- Brilio currently has a positive 10%-15% turnover rate, meaning current company culture is favorable to existing talents.

b. Weaknesses
- Brilio has a currently inefficient talent acquisition process (only 2 out of 10 interviewees meet requirements).

- The information on posted job vacancies is not consistent depending on the website.
- The Brilio HR department has no long-term strategy at the moment.
- There is no upskilling training program for existing talents.

c. Opportunities
- The digital media platform is a fast- growing industry that sees positive growth in the future.
- The Brilio concept is attractive to millennials.
- The number of youth using the digital media and have access to smartphones is increasing.

d. Threats
- Larger companies acquire majority of experienced talents.
- There is a scarcity of experienced talent available that meet the needs of the company.
- Globalization of other media companies put Brilio in their shadow.

Finally, to further sharpen the possible solutions, the researchers compared the formulated solution with alternative solutions from references specifically regarding work samples method (Rodrigues & Rebelo, 2009). The researchers found that the formulated solution: the "Task Assessment" and "Workshop" method are highly suitable and adjustable for Brilio's current situation.

Limitations

Three limitations have been applied to this study. First, only Ms. Nisa from Brilio HR was interviewed. Second, the data collection was only done once. Third, environmental and situational effects of the COVID-19 pandemic will have an effect on the current state of affairs of the company. This will be significantly different from the Brilio reviewed from the moment it became huge in Indonesia, in March 2020 and more currently until March 2021.

Results

At first glance, the "Task Assessment" and "Workshop" solutions seem ideal in answering the problem of talent assessment and the need of future talent pool of Brilio. But both of these solutions will be relatively difficult to implement without adequate action. The researchers believe that there are a few preliminary requirements that need to be met in order to facilitate the application of the solutions sustainably:

1. Increase the number of HR Personnel

    Currently, the Brilio HR department consists of two persons. One of them is responsible for talent acquisition and may swap roles if necessary. The "Task Assessment" solution, database management, and monitoring will basically increase the responsibility of HR and will require one extra person. In addition, the "Workshop" solution will also require additional manpower to create, plan, and implement and will require two extra persons. These extra responsibilities

may be too much for two persons to handle thus the researchers propose to increase the number of HR personnel by 3 people to meet these needs.

2. Required Management Support

These solutions are both short and long-term solutions. The main focus is to make it easier for HR to filter and hire the right talent. If done properly, the HR department will have huge impact on the company's growth in the future. Above all, the full support of management is critical to the program's sustainability.

3. Sustainable and Flexible HR Long-term Strategy

The researchers are aware that the digital industry is changing rapidly following trends. Digital media companies often re-adjust their strategies to adapt with the current ever-changing situations. Therefore, the HR strategy should be flexible and sustainable to be aligned with the overall strategy of the company. By implementing the "Workshop" solution to create a talent pool, Brilio have assured their future. Since they have a database of trained and certified people, it will be easy and fast to hire the right persons when needed. The "Workshop" solution is flexible and could be adjusted in terms of criteria or skills to fit with the on-going company's strategy.

Conclusion and Recommendations

Conclusion

Brilio, as a digital media company, is subject to the current challenges in the digital media environment. These challenges include the competition for skilled and qualified talent. It is imperative that companies develop short-term and flexible long-term strategies to not only filter the best talent to join their companies, but also create a skilled and qualified talent pool ready for hiring.

Furthermore, the current COVID-19 situation has accelerated the use of digital media which has provided great opportunities for Brilio to develop their talent acquisition process further. However, Brilio is still faced with a problem of hiring underskilled employees. This is a representation of the underlying issues in their talent acquisition process and perhaps hidden internal issues in underperforming departments with underqualified employees.

By utilizing the "Task Assessment" solution, Brilio is expected to have more control in their hiring process and reducing greatly the chance of absorbing a bad recruit. This will be not only a great filtering tool, but also an opportunity to collect relevant data for future prospects.

Finally, by conducting the proposed periodical talent "Workshop" solution, Brilio will be able to not only scout potential talent for future hire but also create opportunities for individuals to grow and meet the qualifications of the job. This is an incredibly sustainable solution that not only benefits the company, but also the digital media community as a whole.

Brilio can create and fine tune their own talent pool with a vast variety of qualified individuals.

The performance of a company lies in the people that run it. Like a well-oiled machine, a company must have all its parts working for their purpose in order for the whole unit to run efficiently. This all starts with the acquisition of the right parts. By having an efficient talent acquisition and recruitment process, Brilio will be able to improve the quality of the workforce and in turn, increase the overall performance of their company.

Recommendation

a. Conduct an additional interview with a representative from the management department to gain their perspective on Brilio's hiring process.

b. Acquire data of hiring and acquisition process from other similar companies' HR Departments for comparison purposes.

c. Conduct additional interviews with Brilio's newly hired recruits to gain their perspective on the hiring and onboarding process.

d. Conduct quantitative research to determine the quality of Brilio's talent management process numerically.

e. Analyze the short and long-term strategies of successful digital media companies operating in a similar space to that of Brilio.

C H A P T E R   T W O

HR Development Project of PT. Harmoni Nasional Teknologi Indonesia (HNTI)

Yoon Ko Woon, Naufal Adiyanto, Vicky W. Zahid, Indana Nabhan

Sekolah Tinggi Manajemen IPMI

Introduction

Analysis Situation: Overview of The Company

HNTI - Harmony National Technology, aims at creating a new value by harmonization between human being and technology. The board of directors have over 10 years of experience in medical devices business & distribution system.

HNTI collaborate with several South Korea companies to support their business, Kovico, Acoma, HNT Medical, and Bioneer.

HNTI has a vision to become a fast-growing healthcare company and high motivation in Corporate Social Responsibility with professional credible and modern services.

For its business process, HNTI use two sources of selling; direct and trough distributor for more wide penetration across Indonesia.

Company's HR Problems

Through a long interview, we discovered their major HR problems that despite of the lack of experts knowledgeable about the nuclear energy and other matters related to this field, competition among companies for employing competent workers is one of the major issues this industry is facing. So, the biggest HR issue in this company is to train and hire experts, and to keep talented people in the company.

1. High turnover rate
2. Scarce of Experts on Nuclear Medical device
3. Insufficient training program from the nuclear medical device expert
4. Retention of talented employees

The first one is the high turnover rate. Competition to secure the experts is very fierce in this industry. It is because the field is so specialized, and the talents are always insufficient. The second is scarcity of experts on Nuclear

Medical device is also one of the major HR Issues. And especially Recruitment of expert is very important, because it is related to get quotas from the Government. The third is that the training program to raise the experts internally is not prepared enough. In this field, the company needs more time to train fresh graduates to be professionals on nuclear medical devices with loyalty to the company. Lastly, it is so hard to keep the talents in the company. Most Talents in this field lack loyalty for the company.

Objective

The Objectives of this project are to give advice and recommendation for the company's Human Resource department to be more efficient and stable, to help the organization develop ideal employees behavior, to maximize employee potential, to save on employee turnover cost, and to align employees on business strategies and goals.

Benefit

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

Solution

High Turnover Rate

Employee turnover is when the employee leaves the company - this includes both voluntary (e.g., an employee resigns, retires, or transfers) and involuntary turnovers (e.g., an employee is laid off or fired). Businesses with low turnover rates tend to have more favorable reputations. A desirable turnover rate, somewhere around 10%, signifies high employee satisfaction, which, in turn, helps attract top talent. Conversely, excessive turnover rates, above the average of 18%, can be damaging to the business. Reports show that the cost of replacing an employee is about one-third of that employee's salary. Based on the problem, the following strategies can be solution to improve employee retention:

1. Hire the right resources to the right job at the start. It means to analyze turnover to hire the right resources using synergistic between SOP and KPI standards systems to the right job at the start to internal HR. Because 80% of employee turnover is due to bad hiring decisions. First of all, hire the right people. People who meet the organization's expectations and whose expectations you can fulfill. Give a better contract for talented employees

2. Make growth opportunities for development and career path. It means helping employees achieve their short-term and long-term goals is one of the most crucial employee retention strategies. Therefore, designing in-house training programs for employees can advance their professional development. Other methods include paying them to attend conferences, industry events, etc. Through the training system of competitive companies and their career in the company, they are offered a vision to grow into experts in the field.

3. Working conditions. It means, when people work together, make sure the company to accommodating individuals working styles and giving them the facilities to bounding as a team to make them happy, respected, motivated etc. People working as a team produce more successful results. When people work as a team, they produce more and are more successful. Creating a culture and facilities of collaboration where employees work in their own way but collaboratively.

4. Recognition and reward employees. Meanwhile, every person wants to feel appreciated for the work they do. Some companies set up formal rewards systems to recognize great ideas and innovation, but you can institute recognition programs even on a small team with a small budget. Appreciating your employees for

their efforts and achievements goes a long way. Some meaningful ways are through handwritten thank you notes, social recognition programs, etc. These things motivate and encourage an employee to contribute and excel. When they fulfill their goals, rewarding them to congratulate their efforts is important. Corporate gifts, point-based reward system, performance awards, are some ways.

Retain Talented Employee

If a company failing to retain a key employee is costly to the bottom line and creates organizational issues such as insecure coworkers, excess job duties that coworkers must absorb, time invested in recruiting, hiring, and training a new employee. To manage retention most effectively, you need to engage in an ongoing diagnosis of the nature and causes of turnover, as well as develop (and constantly hone) the right mix of retention initiatives such as:

1. Offer the right special perks, healthy work-life balance and benefits to key performers. It means for 50% of adults would leave their job for better benefits. Catering to the needs of your employees is important. Employers should provide benefits apart from the usual vacation leaves, sick leaves. Having a comprehensive health plan which takes care of the overall wellness of your

employees is important. Your health plan can include meal tracking, fitness tracking activities, etc. Moreover, employees favor benefits like financial incentives, retirement savings plan. Other benefits are sabbaticals, incentive stock options, life insurance, transportation, etc. Offering a chance to be a leader regardless of age based on the performance in the sales department.

2. Training employees in HR department. It mean when the company through training by HR employees, we expect them to find out ways to recruit potential and talented people and to improve HR systems. Training HR employees is also a key factor for retaining potential and talented employees. For the solution to training of HR department, we are going to invite the Person in Charge in HR department IPMI's webinar related to talent management topic as a partner company

3. Mentorship programs. For the meaning when good managers always keep their employees informed. They clearly explain the policies, expectations of the employee from the beginning. Furthermore, mentorship programs help employees to understand how they can contribute and excel. Assigning a mentor or a buddy to a new employee is a great onboarding idea. The newcomer can learn about their work and the existing techniques from his mentor. Moreover, a new employee

can offer a fresh take on things. As a result, this will help generate creative and innovative ideas.

4. Bonding with Employees. Meanwhile, when a good manager works continuously to nurture his relationship with his employees. Above all, bonding with employees outside work is as important as inside the office. You can do this by celebrating your employees' major milestones. Such as team lunches, group treks, excursions are some methods to celebrate employees. Celebrating even their personal achievements - a new house, marriage- will deepen their bond.

Scarcity of Experts on Nuclear Medical Device

1. Pro Hiring

   Living up to company expectations. Many employees feel that they can get the growth and exposure promised to them during hiring in accordance with the employee's area of expertise to keep your top performers engaged and correlation for quota competition global market.

2. Created an ecosystem the power of program developed collaborations with partners (academic institutions and corporation)

   Having a lecture from a medical equipment expert regularly to understand imported products well,

employees will take lectures from experts in medical equipment with company's support. Some organizations offer long-term fellowships to provide students with immersion opportunities at various departments throughout a company, while other organizations create short-term intensive programs that offer recent grads an opportunity to fine-tune their business skills and learn how to lead to establish school of harmonization between human being and technology in the field of health care with scholarship and commitment to work with HNTI holding to the future

Insufficient Training Programs

1. Annual performance reviews to plan training and development orientation programs. It means, when the employees throughout the year to check on their job satisfaction, never skip a regular big-picture conversation. This is when you'll discuss short- and long-term goals and talk about their future with the company and potential advancement scenarios together to have a strategy to succession planning or replacement planning to deliver knowledge in connection.

2. Make professional development a top priority. Meanwhile, one of the competent employees is sent to

Korea to gain knowledge about the product and learn the language skill by introducing employee exchange programs by signing MOUs with Korean export companies. Through this program, both companies can benefit from each other that could help them expand their venture in searching for distributors, manufacturers or widening their market. Keep your employees updated, and make sure they're fully aware of the different certification, training and education options available to them. To encourage employees to take advantage of additional education programs, many organizations offer partial or complete tuition reimbursement and/or time off work to complete courses and schooling. Providing your workers with consistent access to professional development opportunities will create an environment where education and learning are valued.

Implementation

Hight Turnover Rate

Employee turnover is when the employee leaves the company - this includes both voluntary (e.g., an employee resigns, retires, or transfers) and involuntary turnovers (e.g., an employee is laid off or fired). Businesses with low turnover

rates tend to have more favorable reputations. A desirable turnover rate, somewhere around 10%, signifies high employee satisfaction, which, in turn, helps attract top talent. Conversely, excessive turnover rates, above the average of 18%, can be damaging to the business. Reports show that the cost of replacing an employee is about one-third of that employee's salary.

Based on the problem, the following strategies can be implemented to improve employee retention:

1. Cooperating with the headhunter and giving training to internal HR to observe candidates before hiring. Their recruitment strategy may be unique, it's not necessary to follow it process by process but simply adapting and incorporating the practices. By collaborating with headhunter and learn to use big data and analytics to search potential candidates, it will potentially maximize the company's hiring timeline and minimize bad hires.

2. Understanding competitors and doing exit interviews with resigned employees. By conducting exit interviews, it gives the employee a chance to share their thoughts and let the company have the opportunity to learn from the mistakes. If a company has high turnover, it would lead to poor performance. Therefore, by implementing exit interviews, the employer could get to the bottom of

the sources of turnover, and keep the existing employees and grow the business.

3. Career assessment evaluation and clear merit systems. This career assessment is quite important considering with this evaluation, it provides transparent and in-depth results, based on which an individual gets an answer to what occupations are best fitted according to its skills, the ideal environment in which it should work, how should the individual communicate with others, what are the strengths and weaknesses of the individual, and most importantly and a thorough analysis of its passion. This would help the employers to recognize an individual's potential to play a critical role in a particular job position. On the other hand, by implementing a merit pay system, it sends a powerful message about how the employer wants to see their employees perform and what the employer wants to see them contribute to the business. Most importantly, merit pay can help an employer differentiate between the performance of high and low performing employees and reward the performance of the higher performers. This could aid retention because no employer wants to lose the organization's best performers. By simply providing free food to your employees can result in a significant job satisfaction rate. It shows that the

company is serious about creating a supportive environment for its workers.

4. Giving certificates of appreciation or employee anniversary recognition. Recognition may help employees see that their company values them and their contributions to the success of their team and the company. This is particularly key when organizations grow or change. It helps employees build a sense of security in their value to the company, motivating them to continue great work.

Retain Talented Employee

If a company failing to retain a key employee is costly to the bottom line and creates organizational issues such as insecure coworkers, excess job duties that coworkers must absorb, time invested in recruiting, hiring, and training a new employee. To manage retention most effectively, you need to engage in an ongoing diagnosis of the nature and causes of turnover, as well as develop (and constantly hone) the right mix of retention initiatives.

1. Create transparent and reasonable KPI for employees. Key performance indicators need to be visible, accessible, and transparent. The more accurate your KPIs, the more agile and responsive the team will be. Reviewing KPI reports during regular meetings can help

employees and managers alike become connected with the data.

2. Providing lunch or dinner vouchers for monthly key performers. Setting achievable KPIs to give your team something to work towards. It doesn't necessarily have to be monetary rewards, it could be extra time off or vouchers for accommodation, lunch or dinner.

3. Creating a corporate training and mentoring program for sustainable career growth. A company can implement mentoring programs to identify opportunities, adjust to changing environments and build a culture of continuous learning that drives success. They can give their employees the support they need to grow within their position and develop strong leadership skills themselves. Implementing a corporate mentoring program and adapting it to the department's needs can help the entire team to improve communication and teamwork while also developing individually.

4. Giving re-annual contract and cost of certification for the talented employees. There are many reasons an employee may want professional certification: personal sense of achievement, an increase in salary or status, promotion or specialized expertise with a view to career development. However, the employer can profit too by

implementing this program as it would result in increasing in available skills, boosted productivity, happier employees, and a more professional image.

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1. Collaborating with local universities by providing scholarships. Universities are an integral part of the skills and innovation supply chain to business. The collaboration of business- university, consisting of a number of highly diverse domains of activity such as, the education of highly skilled graduates, applied research in advanced technologies, bespoke collaborative degree programmers, 'science' park developments, enterprise education, support for entrepreneurs, industry-sector foundation degrees, higher- level apprenticeships, collaborative research, in-company upskilling of employees.

2. Support for the employee's education or specified skill certification. The benefits of a certificate program cause employees feeling motivated, engaged, and confident in their professional status. Not to mention that they get to chase their dream career without having to go back to school. It is, thus, in the interest of every organization to certify their employees for every skill learned.

Insufficient Training Programs

Inadequately trained employees are likely to experience poor job performance and increased levels of work-related stress. It's important that the employer choose the right courses and delivery method.

1. Performance review by mentor and mentee program (corporate mentoring program). Corporate mentoring programs have been seen as a good way to improve employee morale, reduce turnover, attract talented candidates and help employees advance their skills. Yet, it is important to track and evaluate the employee's performance through a mentoring program to be sure that it is having the desired effect in the workplace.

2. Monthly training program. An employee training program must further the company's larger goals to be considered successful. Find out the company's short- and long-term goals and create a training plan that will help bolster those objectives. After that, set up a system for identifying and prioritizing training needs that support these goals, and use those findings to drive content production.

3. In-house Korean language Course Training and Employee exchange program

4. In consideration of the characteristics of companies importing products from Korea. In order to communicate smoothly with exporters, Korean

language lectures will be taken In-house and the company will support expenses to improve employees' individual abilities.

Problems and Results

Problem

1. Lack of vocational school which offer special education on X-Ray medical devices.
2. Need Time to train new staff who didn't have any particular skill on X-Ray Medical devices.
3. Experienced employee has been hired by competitor which offer better salary and incentive.
4. Mostly employee didn't agree with long term bonding agreement.
5. Company can't guarantee for competitive compensation incremental due to business fluctuation.
6. Difficulty to deal for mutual agreement with overseas partner or supplier in term of Term of transfer knowledge.

Result

1. Hire fresh graduate from vocational radiology institute and send for certification on BAPETEN.

2. Offer long term career opportunity to talented employee to be board of management.

3. Doing research along with principle in origin manufacturer country which have mutual agreement.

4. Make long term cooperation with hospital, clinic and retail distributor in term of after sales services.

5. Make commission scheme which offered to engineer to attract selling activity.

C H A P T E R   T H R E E

Creating Sustainability Through Talent Management Improvement

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Rosada Tri Asnada

Sekolah Tinggi Manajemen IPMI

Introduction

Situation Analysis

IPMI International Business School was established in 1984 to improve Indonesia's human resources quality because of the lack of deep analytical thinking and communication skills, especially in English. IPMI founders invited professors from Harvard University to build the foundation by setting English as the primary language and the Harvard study case as the learning method. Now, thousands of Alumni are known as successful business leaders. The IPMI's mission is growing and transforming its students to become the best version of you by equipping students with Fast and Sharp business decision-

making skills, yet strive to be updated and relevant to the current market and business environment.

IPMI had two education programs: Bachelor of Business Administration (BBA) for their undergraduate program (S1) and Master of Business Administration (MBA) for their post-graduate program (S2). Besides these two programs, IPMI also had a customized training program called the IPMI Executive Education program. It provides short and comprehensive training to enhance their staff's strategic thinking and business acumen.

One of the subjects in the IPMI MBA program, Talent Management, challenges us to develop a company's Human Resource strategy. The research team had discussed with IPMI's Human Resource Manager and shared its vision and mission that needs to be more competitive. Therefore, we choose IPMI as our case study.

Problem Identification

We start by understanding the current situation and identify the prime issues in their organization by interviewing IPMI's Human Resource Manager to create feasible and yet impactful recommendations. After interviewed the HR Manager of IPMI, we found the gap between the company vision and the employee mindset. The vision of IPMI to become the leading world-class business school that produces transformative leaders was not fully supported through the employees' performance. To achieve IPMI's vision, IPMI should

create a long-term strategy and equip the employees with new company culture. Company culture refers to beliefs and behaviors that guide how a company's management and employees interact and handle external business transactions. Through this interviewed result, we decided to dig in focus with the topic: Organizational Culture. We think it will be better to have comprehensive knowledge and information about what IPMI's employees feel regarding the current organizational culture and perhaps receive good feedback about what they hope to have for the future culture. We use the tool to measure and assess organizational culture, Organizational Culture Assessment Instrument (OCAI).

Purpose, Benefit, and Problem-Solving

Purpose of the Research

By distributing a questionnaire with the OCAI method and adding three descriptive questions, It will help analyze the institution's current and preferred organizational type. The additional three descriptive questions should be the supporting information to the outcome of the OCAI method. At the end of the research, the research team will provide a conclusion and recommendation to the institution on achieving the institution's current organization type through some action steps to improve talent management improvement.

Benefits of the Research

The research team believes by developing this area will create a continuous and sustainability system inside the company. This concrete system enables the company to enlarge its human capacities and capabilities and grow its mindset, both for the staff and the management. In the end, it will help the whole organization in achieving the vision of the institution. The best outcome will be the positive ambiance that will influence the current customers of the institution.

Problem-Solving Steps

In initiating this research project, the research team inviting the Head of Human Capital (next called with the user) of this institution to attend an interview session using the interview questions guideline from Dave Ulrich: The HR Value Proposition.

During the discussion, Our team explores the information related to the Human Resource or Talent Management problem in the internal of the institution to find room for improvement, organization issue, or any top management concern.

After the initial discussion, Our team can identify some topics to take and focus on continuing the project into the next step using the culture assessment tool to determine a gap in the organization. In this step, Our team research and generate insight from this method and later gives an impactful recommendation to the institution.

The next step after choosing the right tool, our team analyze the situation and gather real insights from all institution employees, using a list of questions to generate and descriptive analysis method. The questionnaire itself build by implementing the OCAI standard questions.

After receiving all institution employees' feedback, Our team tries to analyze the quantitative and descriptive parts. The quantitative insight is related to the current and preferred organization type or OCAI. And the descriptive feedback is to support the result of the quantitative feedback.

During this analyzing process, Our team also discussed with the user and the mentor their findings. Additional inputs about how to proceed with the research become benefits from this discussion. In the end, our team releases the research findings by analyzing gap between current and desired conditions. Finally, our team present in front of the user and the public regarding our project about IPMI's case.

Research Methodology

Research Objective

There are three research objectives in this project:

1. Understanding current and preferred culture
2. Understanding IPMI recommendation from an employee
3. Define strategy or step to achieve desired IPMI's culture in the future

Our research method is based on quantitative methods. For the primary data collection, we collect from the organization by deploying questionnaires to IPMI employees. Total IPMI employees are 76 peoples. The questionnaire was deployed from April 15 until April 19, with the number of respondents that submit the questionnaire is 64 participants. Our sampling method to determine the sample size that we need to analyze the organization is based on a population with a confident level of 95%. After the questionnaire is collected, we use OCAI (Organizational Culture Assessment Instrument) as the analysis method.

Organizational Culture

According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor, there are four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy.

Clan Culture

Clan culture is a place that is great fun to work. People place to share personal information, such as a big family. The organization leader is considered a mentor and figures maybe even people old. This organization was strengthened stick to loyalty and tradition. A commitment of the members very high organization. The organization emphasizes on interests' resource development human and give meaning important to cohesion and morale. Success is defined as the sensitivity to

customers and concern for people. Organizational placement at work team, participation, and consensus.

Leader type: facilitator, mentor, team builder.

Value: commitment, communication, development.

Effectiveness theory: human development resources and effective participation.

Adhocracy Culture

Adhocracy culture is a very dynamic workplace, entrepreneurial spirit, and place working creative people. The people inside are brave take a risk. The leader is considered an innovator and risk-taker. Adhesive the organization is a commitment to continue experimenting and innovation. The emphasis of the term the length of the organization is at growth and acquiring new resources. Success measured from getting the product or unique and new services, become a product leader or essential service. Organization encouraging individual initiative and freedom.

Leader type: Innovator, entrepreneur, visionary.

Value: Innovative output, transformation, agility.

Effectiveness theory: Innovation, vision, and new effective resources.

Market Culture

Market culture is an organization to focus on which result attainment his main concern is finishing the job. People are very competitive and goal oriented. The leader is a hard mover, producers, and competitors. The adhesive creates a unified organization is an emphasis on winning. Reputation and success are the main concern. Focus term long is active to compete and reward the achievement. Success is defined in terms of share market and market penetration. Market leaders and price-makers are essential. The organizational description is high competition.

Leader type: hard, competitor, producer.

Value: market share, achievement goals, profitability.

Effectiveness theory: competing and focus on the customer.

High-quality improvements: measure client preferences, increase productivity,

create external cooperation, increase competition, engage customers and suppliers.

Hierarchy Culture

Hierarchy is a culture with a very formal workplace and structure, and everything is carried out according to the procedure specified. Each leader is proud to be a good coordinator and have efficiency in terms of their work. The value is considered necessary is policy formal and deep fluency

running the organization. Success is defined at the level of reliable delivery, smooth scheduling, and cost savings. Management employees focused on work guaranteed and predictability.

Leader type: coordinator, monitor, organizer.

Value: efficiency, timeliness, consistency, and uniformity.

Effectiveness theory: control and efficiency with that process effective.

Strategy quality improvement: measurement, process control, problem solving ones systematic, and equipment quality.

Organizational Culture Assessment Instrument (OCAI)

To identify culture in an organization, instruments that can be used is OCAI (Organizational Culture Assessment Instrument). OCAI is a development of the CVF, used to know which direction the company's culture is grouped by culture, namely clan culture, adhocracy, market, and hierarchy.

OCAI's goals describe the cultural profile organization focused on six dimensions of organizational culture (Kusdi, 2011). The cultural dimensions are:

1. Dominant Characteristics

   The dominant characteristic is characteristics that describe organizational culture Whole. With

calculations using OCAI instruments will be known a picture of culture dominant in the environmental organization.

2. Organizational Leadership

   Organizational leadership is a style, and an approach in that leadership permeates the organization. With calculations using OCAI, it will be known what culture is becoming the foundation of leadership organization.

3. Employee Management

   Employee management is a characteristic organization in treating the workers and describes the work environment there is generally. With calculations using OCAI, it will see the underlying culture management of organizational members.

4. Organizational Adhesives

   The organizational glue is a fastening mechanism that makes an organization into a single unit. By calculation using OCAI, cultural values are the adhesive factor that will be seen.

5. Strategic Emphasis

   This dimension shows the planes of gravity in the organization. With calculations using OCAI will be known which culture dominant in the strategic emphasis Organization.

6. Success Criteria

   This dimension denotes the measurement of the success/failure of the organization in running

Activity in organization. With calculations using OCAI then it will see the dominant culture and underlying the success criteria.

Results

Sampling

In this study, convenience sampling was used to identify the characteristics of staff and management for participation. Each staff and management could complete the OCAI survey. Samples of convenience frequently will enable the research team the advantage of using intact groups of cultures. Also, convenience sampling permits the research team to collect a large amount of information from many people and in a relatively small amount of time.

Study Sample

The study sample consisted of 12 questions with a quantitative method (multiple choice answers) and ten questions with an open-ended question. Each was given to all employees at IPMI International Business School who voluntarily agreed to participate. We use those forms judiciously, and we include them here simply to allow for a more explicit understanding of the objectives of each step of our methodology.

Table 3.1. Descriptive Statistics

Category	Now	Preferred
Clan	26.96	26.34
Adhocracy	22.38	24.45
Market	24.30	25.42
Hierarchy	26.36	23.78
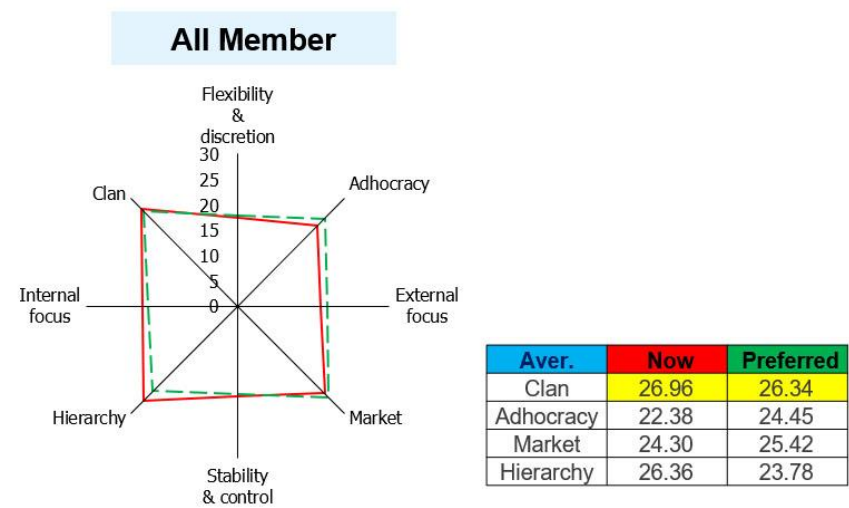
Figure 3.1 The Organizational Culture Profile Plot (Total)

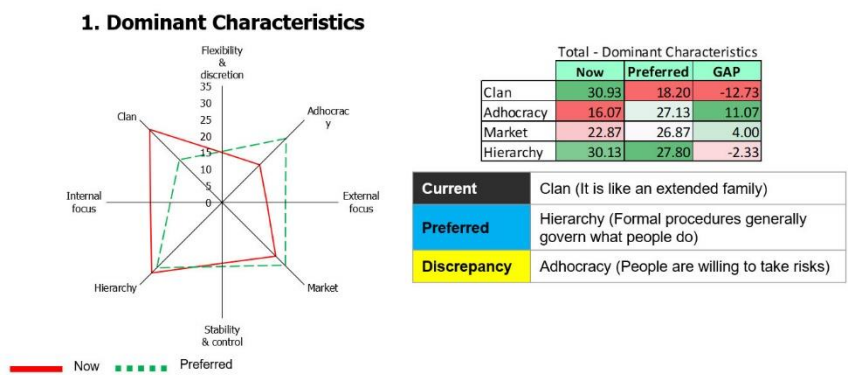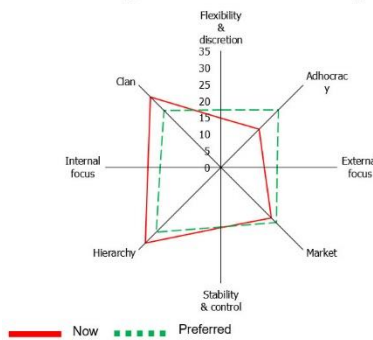The graphical interpretation of the results indicates that the Clan Culture describes the current and preferred organizational culture of the entire staff and management at IPMI International Business School.
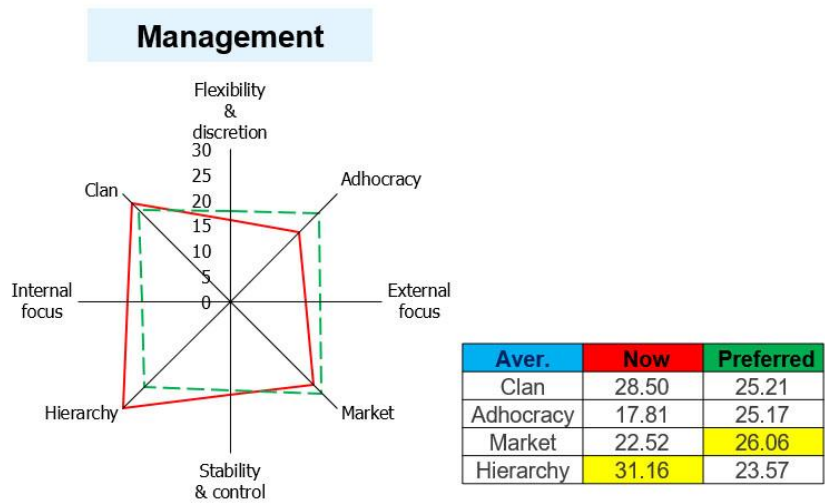
Figure 3.2 The Organizational Culture Profile Plot (Management)

Aver.	Now	Preferred
Clan	28.50	25.21
Adhocracy	17.81	25.17
Market	22.52	26.06
Hierarchy	31.16	23.57

The graphical interpretation of the results indicates that the Hierarchy Culture describes the current and the Market Culture describes the preferred organizational culture of Management at IPMI International Business School.

Aver.	Now	Preferred
Clan	26.67	26.73
Adhocracy	23.83	24.29
Market	24.81	25.30
Hierarchy	24.69	23.67
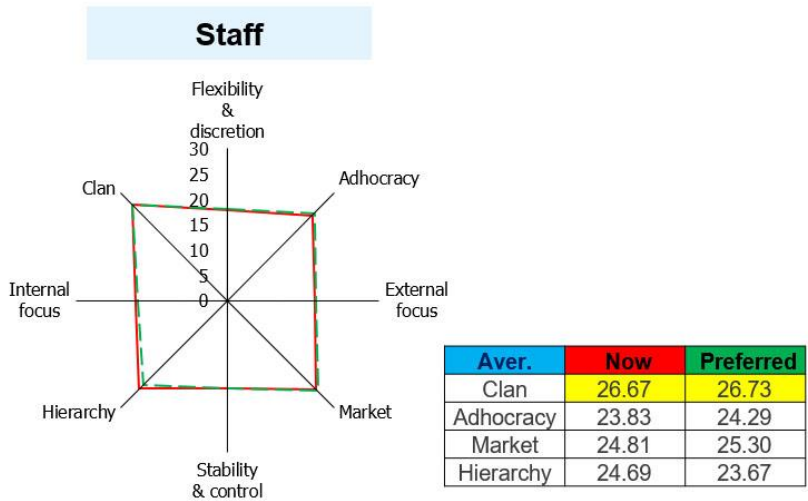
Figure 3.3 The Organizational Culture Profile Plot (Staff)

The graphical interpretation of the results indicates that the Clan Culture describes the current and preferred organizational culture of Staffs at IPMI International Business School.

1. Dominant Characteristics

Total - Dominant Characteristics			
	Now	Preferred	GAP
Clan	30.93	18.20	-12.73
Adhocracy	16.07	27.13	11.07
Market	22.87	26.87	4.00
Hierarchy	30.13	27.80	-2.33

Current	Clan (It is like an extended family)
Preferred	Hierarchy (Formal procedures generally govern what people do)
Discrepancy	Adhocracy (People are willing to take risks)

Figure 3.4 Dominant Characteristics

2. Organizational Leadership

Total - Organizational Leadership			
	Now	Preferred	GAP
Clan	30.00	24.33	-5.67
Adhocracy	16.20	24.47	8.27
Market	21.47	23.53	2.07
Hierarchy	32.27	27.67	-4.60

Current	Hierarchy (Exemplify coordinating, organizing, or smooth-running efficiency)
Preferred	Hierarchy (Exemplify coordinating, organizing, or smooth-running efficiency)
Discrepancy	Adhocracy (Entrepreneurship, Innovation, or Risk taking)

Figure 3.5 Organizational Leadership

3. Management of Employees
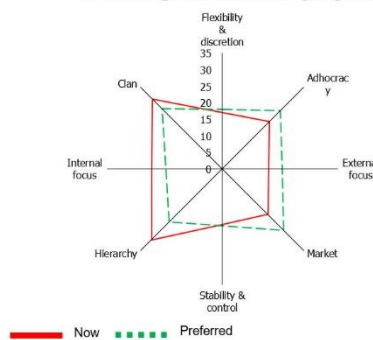
Total - Management of Employee			
	Now	Preferred	GAP
Clan	29.93	25.87	-4.07
Adhocracy	20.20	25.00	4.80
Market	19.53	26.33	6.80
Hierarchy	30.33	22.80	-7.53

Current	Hierarchy (Security of employment, conformity, predictability, and stability in relationships)
Preferred	Market (Hard-driving competitiveness, high demands, and achievement.)
Discrepancy	Market (Hard-driving competitiveness, high demands, and achievement.)

Figure 3.6 Management of Employees

4. Organization Glue
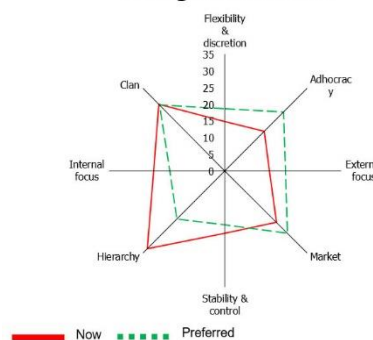
Total - Organization Glue			
	Now	Preferred	GAP
Clan	28.20	27.93	-0.27
Adhocracy	16.73	25.07	8.33
Market	22.00	26.60	4.60
Hierarchy	33.07	20.40	-12.67

Current	Hierarchy (glue that holds the organization together is formal rules and policies)
Preferred	Clan (glue that holds the organization together is loyalty and mutual trust)
Discrepancy	Adhocracy (glue that holds the organization together is commitment to innovation and development.)

Figure 3.7 Organizational Glue

5. Strategic Emphases

Total - Strategic Emphases			
	Now	**Preferred**	**GAP**
Clan	24.60	27.53	2.93
Adhocracy	18.60	24.67	6.07
Market	24.00	25.87	1.87
Hierarchy	32.80	21.93	-10.87

Current	Hierarchy (Efficiency, control, and smooth operations are important.)
Preferred	Clan (Organization emphasizes human development)
Discrepancy	Adhocracy (organization emphasizes acquiring new resources and creating new challenges)

Figure 3.8 Strategic Emphases

6. Criteria of Success

Total - Criteria of Success			
	Now	**Preferred**	**GAP**
Clan	27.33	27.40	0.07
Adhocracy	19.07	24.67	5.60
Market	25.27	27.13	1.87
Hierarchy	28.33	20.80	-7.53

Current	Hierarchy (Defines success based on efficiency)
Preferred	Clan (Defines success based on the development of human resources)
Discrepancy	Adhocracy (Defines success based on having the most unique or newest products)

Figure 3.9 Criteria of Success

The graphic shows the six results of the OCIA survey (Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria of Success) from Management at IPMI International Business School.

4.3. Descriptive Analysis

As mentioned before, the method we used is Organizational Cultural Assessment Instrument (OCAI). Its

purpose is to help organizations identify their current and preferred culture.

Using this method enables the organization/company to enlarge their human capacities and capabilities and expand their mindset of staff and management. As a result, it will create a positive impact on the students as their customers.
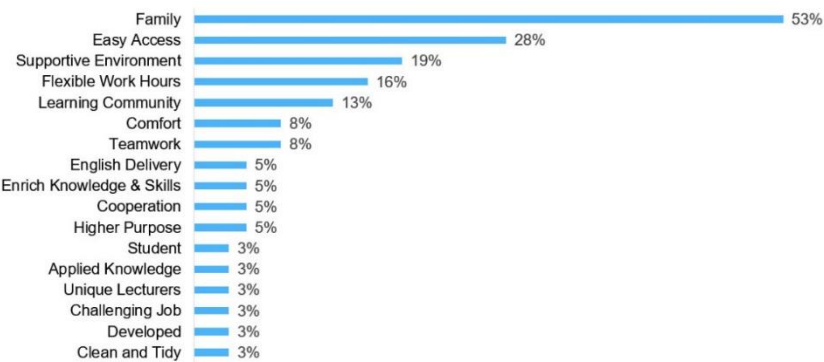
Figure 3.10 Reasons Comfort Working At IPMI

The chart interpretation of the results indicates the reasons behind the satisfaction of Staffs and Management working at IPMI International Business School.

By highlighting the main dominant of the above results, is as follows:

1. Family: A family-like workplace is built on respect, common goals, and communication. When these things are present, they are made on interactions between individuals.

2. Easy Access: Refers to having the ability to access from one's residence to their workplace easily. It can be the distance or the easy access of public transportations.

3. Supportive Environment: Supportive environments are sometimes referred to as supportive settings. Settings refer to environments where people live, learn, work and play, such as workplaces.
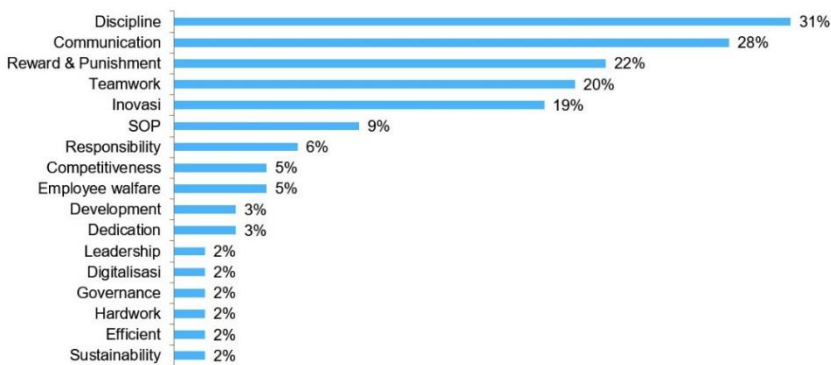
Figure 3.11 Improvements Needed from the IPMI Culture

The chart interpretation of the results indicates the improvements needed at IPMI International Business School.

By highlighting the main dominant of the above results, is as follows:

1. Discipline: A force that prompts individuals or groups to observe rules, regulations, and procedures deemed necessary for the effective functioning of an organization. Refers to the actions imposed by an

organization on its employees for failure to follow the organization's rules, standards, or policies. A first step in the disciplinary procedure is to establish work rules aligned with the organization's goals or objectives.

2. Communication: This is much more than conversations. It is all about the exchange of information through multiple different mediums. Employees share ideas, and businesses communicate strategies and goals through communication, both formal and informal.

3. Reward & Punishment: If a reward is a form of positive encouragement, then punishment is a form of negative motivation, but if appropriately given and wisely, it can be a means to motivate. Specifically, the employee feels honored by the organization's reward, and it drives them the motivation to work harder and make a better performance. The employee takes the punishment positively as a lesson and makes the punishment as the driving force to motivate them more and create a better performance.
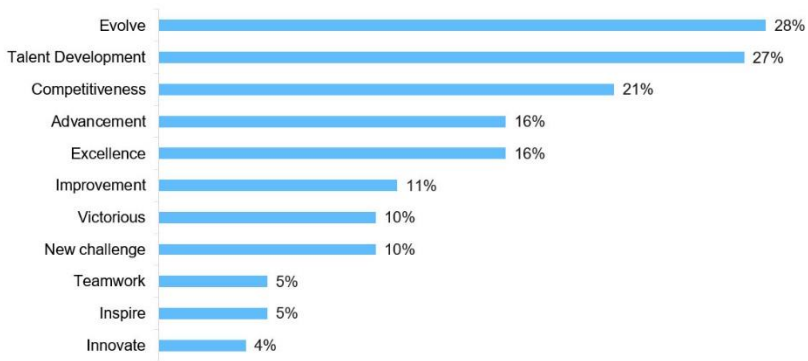
Figure 3.12 IPMI in 2030; People, Environment & Business Education

The chart interpretation of the results indicates the future perspectives at IPMI International Business School in terms of People, Environment, and Business Education.

By highlighting the main dominant of the above results, is as follows:

1. Evolve: Develop gradually, especially from a simple to a more complex form.
2. Talent Development: This part is an essential tool for unleashing one's potential because developing talent is one of the best ways to assure an organization has the leadership it will need for a successful future.
3. Competitiveness: The quality of being as good as or better than others of comparable nature or possession of a strong desire to be more successful than others.

Analysis of Results

When constructing the IPMI International Business School organizational culture profile, the mean scores of the lettered culture (Clan, Adhocracy, Market, Hierarchy) presented in Table 1 were illustrated on a four-quadrant plot. The result was calculated by averaging the score from each question. As stated previously, the plot serves as an organizational culture profile and is an essential step in initiating a culture change strategy (Cameron & Quinn, 1999). By assessing this profile, the research team determined that the Clan Culture is the current and preferred organizational culture of total the staff and management at IPMI International Business School.

In terms of success, the clan culture defines this in terms of sensitivity to customers and concern for people, with the organization placing a premium on teamwork, participation, and consensus (Cameron & Quinn, 1999).

Conclusion and Recommendation

Conclusion

This research provides valuable insight that the staff and the management had a different point of view. In terms of current and preferred organizational type, 26.67% of staff see

the current organizational type as Clan and 31.16% of management see the current organizational type as a hierarchy.

In the preferred, 26.73% of staff are happy to have the organization the way it is, as a Clan. On the other hand, for the 26.06% of management, their future organizational type change to Market organization type.

This insight means there will be a gap between the management's desire with Staff preference. Although, when supported by the descriptive Analysis result, all members have the same voice and feedback.

We have IPMI all employees' voices about which things need to be improved in IPMI. First, the employees think discipline needs to be improved, especially related to task instruction and deadline. Also, they would be happy if IPMI creates a system for employee recognition, which is related to reward and punishment. The last step improves internal communication, especially if related to the work responsibilities.

Also, IPMI employees' voices related to their hopes about IPMI in the future: They would like to see that IPMI evolve to become a competitive education institution. They also would be happy if IPMI thinks about their knowledge and skill development. And last, they expect IPMI to do enhancement or innovation that would bring out IPMI competitiveness.

Recommendation

To develop the organization, Our team urges management to take the role of the Agent of Change. Lead the staff to be in line with the vision of the organization. And later on, it will have a positive impact on IPMI stakeholders, include IPMI customers.

For this CLAN-HIERARCHY Organization to become an organization that focuses on the external, focuses on the customer, and becomes a Market type organization, Our team provides a recommendation to start stimulating this organization using a Talent Management improvement campaign called: RISE OF IPMI. Our team is dividing into four steps of action.

The first step is the R step, which is Retain. Management leads and maintains the current ambiance as a family atmosphere with a high sense of belonging to the institution. Management can provide bonding activities and create good memories among the employees, such as open fasting together, family gatherings, and conducting motivation seminars.

The second step is the I step, initiative. Management initiates to create a new task force group, a dedicated team. This team will take care of the customer and all stakeholders (customers, competitors, alumni, potential customers, etc.) research. Shortly, this team should suggest how to redesign processes and products from a customer point of view. And the second initiative will be providing training regarding "on time management" to the staff and creating a reward system according to targets.

The third step is the S, which stands for the system. Management provides a new system for monitoring the organization's performance. Changing of the system can be led by managers to focus on these two roles: As a Producer, a manager that focuses on productivity and process and as a Director, a planner, that assigns every target based on Our team capabilities and capacities, also always keep the tasks and goals consistent and clear. On the other hand, the management should provide clear and proper performance appraisals to all departments. The next step is implementing it by asking every department to provide their business plan.

The last step is the E, which stands for enthusiasm. Management to enhance enthusiasm and good working spirit through fun competition among them build gamification engagement activities. The best employees, later on, will receive an appreciation event at the end of the year, encouraging others to compete to become the best performers.

C H A P T E R   F O U R

Performance Management Analysis of PT Jasa Marga (Persero) Tbk

Ahmad Fikri, Dyah Indra Arianti, Argia Sinarta, Mely Primayanty

Sekolah Tinggi Manajemen IPMI

Introduction

Background

PT Jasa Marga (Persero) Tbk is a state-owned company in Indonesia which is engaged in providing toll road services. The company was formed on March 1, 1978 after the construction of the first toll road connecting Jakarta-Bogor was complete. As the first toll road company in Indonesia, with more experience in building and operating toll roads, Jasa Marga is currently the leader in managing more than 1,527 km of toll roads (33 concessions) or 43% of the total toll roads in Indonesia.

The Company's journey to provide infrastructure will continue by completing the construction of its toll road

projects. In line with the economic growth driven by infrastructure development, Jasa Marga contributes to strengthening connectivity between regions while growing and multiplying the Company's business.

To achieve company's vision and mission, and carry out a dynamic business strategy, Jasa Marga has developed a Human Capital Architecture. Performance is one part of the Human Capital Architecture, which is the commitment of employees to support the company's goals.

Problem Identification

Although already using the web-based and mobile-based JMClick application, There are still some obstacles in implementing performance appraisal at Jasa Marga:

1. In some cases, it was found that the assessment process could not be carried out, because the leader had not approved the work block;
2. Filling in the Weekly Meeting Report has not been optimally implemented, it is possibly caused by the period of the On-going Process and Feedback discussion as written in the Weekly Meeting Reports is seemed too short (once a week), so the realization of the implementation is relatively difficult and not effective enough;
3. At the time of the 360-degree assessment at the Subsidiary, the assessment had not yet been carried out based on the latest position conditions. This is because the employee

database in the head quarter has not yet accommodated changes in the positions of employees at the subsidiary.

Objective

The purpose of this analysis is as follows:

1. To optimize Individual Performance evaluation activities so that they become more effective and bring a positive impact on employee performance.
2. Providing improvements to the implementation method of the Performance Management concept as well as the Human Capital Architecture.

Benefits

The benefits of this analysis is as follows:

1. The employee appraisal process becomes more effective
2. To increase the spirit of employee.
3. JMClick applications can be more effective medium for implementing the Performance Management concept.

Problem Solution

Possible solutions to overcome the problems that occur are by:

1. Change the meeting period that must be held to at least once a month
2. Require filling out a meeting report to obtain historical employee performance

3. Added a reminder / notification feature in the JMClick application to remind employees to fill out a meeting report

4. Creating an application for updating job formations in subsidiaries

Literature Review

Theory of The Organization

Organization is the structural framework of duties and responsibilities required of personnel in performing various functions with a view to achieve business goals through organization. Management tries to combine various business activities to accomplish predetermined goals.

According to Louis Allen, "Organization is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives." In the words of Allen, organization is an instrument for achieving organizational goals. The work of each and every person is defined and authority and responsibility is fixed for accomplishing the same.

"Organization is the process so combining the work which individuals or groups have to perform with the facilities necessary for its execution, that the duties so performed provide the best channels for the efficient, systematic, positive

and coordinated application of the available effort". Organization helps in efficient utilization of resources by dividing the duties of various persons (Oliver Sheldon). Organization, as an element of management.

Theory of Performance Management

Given the competitive global environment in which organizations operate, the need to develop (and retain) highly skilled employees is paramount for prosperity and survival.

Broadly speaking, Performance Management can be defined as "identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization" (Aguinis, 2013, pp. 2-3).

According to Armstrong (2004), "performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams". It is a means of getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term.

And Hamlin and Stewart's (2011) defined four core purposes of HRD:

1. Improving individual or group effectiveness and performance
2. Improving organizational effectiveness and performance
3. Developing knowledge, skill and competencies
4. Enhancing human potential and personal growth

The department that invests a lot of time, resources, and effort into perfecting all performance management processes is the HR department. They are the ones that first noticed that performance management was on the brink of a huge change. Performance Management is important to HRD, how performance management encourages employee rewards and recognition, to boost employee engagement and productivity, to create employee development strategies.

Objective of Performance Management

Here are the 5 major objectives of performance management system:

1. Setting and defining goals to fulfil organizational objectives.

    Goal setting is the most lucrative ways for initiating better performance among employees. It has been constantly demonstrated that effective goal setting:

    a. Allows employees to focus on what's important.
    b. Alignment of individual objectives with the business objectives.

    c. Optimizes employees' individual performance.

    d. Helps to identify the key result areas and work upon improving it.

        An efficient performance management system will place goal setting as one of its integral requirements. As a manager, set goals which benefit both- employee performance and business performance.

2. Setting the right expectations for managers and employees

        An efficient performance management system will attempt to set clear expectations from both managers and employees. As a manager, it's crucial that place manageable expectations from employee. Set expectations that'll actually bring in some results:

    a. Define the expectations of your employees in clear terms. Let employees know exactly what is your expectations from them.

    b. Back up the reasoning behind the expectation. Explain how these expectations will help in fulfilling the business objectives.

    c. Document expectations. Don't let it be a word by mouth interaction. Have a specific spreadsheet or document about what to do and who is responsible for it.

    d. Once employees know of their own roles, responsibilities, and accountabilities they are more likely to be more consistent and productive.

3. Effective communication between individuals and teams

A company with a good culture of communication results in employees who are engaged and alignment of individual objectives with business objectives. It is essential that team members know what their other team members are up to- their objectives, succession planning, and ideas- to fulfil the project.

4. Set Performance Standards

The most important objectives of performance management are to set performance standards. An organization should set performance standards and performance plans for evaluating employee performance. Every job has certain performance standards that has to be met. Failure to accomplish the performance standards can mean the following things:

a. A lack of effort on the employees' part.
b. Usually having set more unrealistic standards for the said job.
c. Consequently, not enough resources were available to complete the task.
d. In particular, a failure of cooperation or collaboration from the team or manager.

5. Determining individual training and performance plans

Another essential objective of a performance management system does is to identify the training and development needs of its workforce. It promotes personal growth and advancement in the career of the

employees by helping them acquire the desired knowledge and skills. A well-executed performance plan provides your employees with personal development opportunities on how to increase their skills.

Performance Management Cycle

Organization can maximize the output of their employees, ensure that organizational goals are being driven forward and concretely track the performance of each employee. In following the performance management cycle model, an organization can also continually revisit its own structural goals, which allows for a quicker response to changing market forces. This flexibility means increased competitiveness. Employees also benefit from the performance management cycle plan.

Through collaboration with and support from their management team, they see that they are a valued member of a team. Their skills are being developed and used in meaningful ways, and there is a reward for hard work. All of those are factors in job satisfaction and will improve employee retention.

The performance management cycle is a part of the performance management process or strategy, it is shorter and utilizes a continuous four-step procedure of planning, monitoring, reviewing and rewarding. Four main stages of the performance management:

1. Planning

Before management talks to the employee, the management team should meet and decide the organization's goals and objectives for the year. This involves the overall strategy for the business, but also the personal objectives for all employees and teams, including development goals, specific tasks, targets, actions and behaviors. The goals should be clearly outlined using the S.M.A.R.T. (Specific, Measurable, Achievable, Relevant, and time-bond) method.

Each of the employee goals set should align with the organization's goals and contribute to achieving them. Making sure that those goals align will ensure a cohesive overall strategy.

2. Monitoring

Monitoring is a key function in achieving the goals set out in the planning stage. Organizational goals can also shift during the year, and more frequent meetings can allow for new goals to be introduced that align more properly with organizational objectives. The coaching process is extremely important and must be done on a regular basis. Meetings should be at least quarterly, although monthly meetings are the ideal.

3. Reviewing

If proper monitoring was done, the management will have already have a good idea of how well the employee did during the year. The review is a chance for management and employees to evaluate both the final result and the process

itself. The employee can present their perspective on how well they did during the year and receive feedback from the management team on how well they met or exceeded their goals. It is recommended that if issues are being discussed, possible solutions are also presented. This is also a space in which future development opportunities can be discussed.

4. Reward and Recognition

The final stage of the performance management cycle plan is the reward. This is a stage that cannot be overlooked, as it is the one that is the most important for employee motivation. Employees who do not receive a proper reward after a year of striving to meet organizational goals, and succeeding in doing so, will lose motivation for the next year. They might lose faith in their organization, feel that their talents are not appreciated, and begin searching for another job. When management fairly rewards employees and gives them recognition for their efforts, they are ensuring that those employees will continue to work hard to achieve organizational goals. These rewards should be merit-based.

Theory of Performance Appraisal

Performance management is an overall part in which there is also a performance appraisal process. In contrast to performance management, performance appraisal is an evaluation process to measure the company's performance in a certain period. In short, the difference between the two is in handling. Performance management is more to the

development and improvement, performance appraisal is the assessment process.

Performance appraisal, on the other hand, is the ongoing process of evaluating employee performance. According to Hasibuan (2000: 87): Performance appraisal is a manager's activity to evaluate employee work performance behavior and determine further policies. Behavior evaluation or assessment includes assessments of loyalty, honesty, leadership, cooperation, loyalty, dedication, and employee participation.

Objective of Performance Appraisal

Performance Appraisal can be done with following objectives in mind:

1. To maintain records in order to determine compensation packages, wage structure, salaries raises, etc.
2. To identify the strengths and weaknesses of employees to place right men on right job.
3. To maintain and assess the potential present in a person for further growth and development.
4. To provide a feedback to employees regarding their performance and related status.
5. To provide a feedback to employees regarding their performance and related status.
6. It serves as a basis for influencing working habits of the employees.

7. To review and retain the promotional and other training programmers.

Types of Performance Appraisal

With the right performance appraisal method, organizations can enhance employee performance within the organization. A good employee performance review method can make the whole experience effective and rewarding.

1. Management by Objectives (MBO)

This performance appraisal method is used to match the overarching organizational goals with objectives of employees effectively while validating objectives using the SMART method to see if the set objective is specific, measurable, achievable, realistic, and time-sensitive. At the end of the review period (quarterly, half-yearly, or annual), employees are judged by their results. Success is rewarded with promotion and a salary hike whereas failure is dealt with transfer or further training. This process usually lays more stress on tangible goals and intangible aspects like interpersonal skills, commitment, etc. are often brushed under the rug.

2. 360-Degree Feedback

360-degree feedback a multidimensional performance appraisal method that evaluates an employee using feedback collected from the employee's circle of influence namely managers, peers, customers, and direct reports. This method will not only eliminate bias in performance reviews but also

offer a clear understanding of an individual's competence. This appraisal method has five integral components like:

1. Self-appraisals
2. Managerial reviews
3. Peer reviews
4. Subordinates Appraising manager (SAM)
5. Customer or client reviews

3. Assessment Centre Method

The assessment center method enables employees to get a clear picture of how others observe them and the impact it has on their performance. The main advantage of this method is that it will not only assess the existing performance of an individual but also predict future job performance. During the assessment, employees are asked to take part in social-simulation exercises like in-basket exercises, informal discussions, fact-finding exercises, decision-making problems, role-play, and other exercises that ensure success in a role. The major drawback of this approach is that it is a time and cost intensive process that is difficult to manage.

4. Behaviorally Anchored Rating Scale (BARS)

Behaviorally anchored rating scales (BARS) bring out both the qualitative and quantitative benefits in a performance appraisal process. BARS compares employee performance with specific behavioral examples that are anchored to numerical ratings.

Each performance level on a BAR scale is anchored by multiple BARS statements which describe common behaviors that an employee routinely exhibits. These statements act as a yardstick to measure an individual's performance against predetermined standards that are applicable to their role and job level.

5. Psychological Appraisals

Psychological appraisals come in handy to determine the hidden potential of employees. This method focuses on analyzing an employee's future performance rather than their past work. These appraisals are used to analyze seven major components of an employee's performance such as interpersonal skills, cognitive abilities, intellectual traits, leadership skills, personality traits, emotional quotient, and other related skills.

6. Human-Resource (Cost) Accounting Method

Human resource (cost) accounting method analyses an employee's performance through the monetary benefits he/she yields to the company. It is obtained by comparing the cost of retaining an employee (cost to company) and the monetary benefits (contributions) an organization has ascertained from that specific employee.

Methodology

This chapter describes and discusses hot the researcher will gather the necessary data and information that will be used

in the assignment. It will describes who will be the respondents and focus of the research, shows the procedure of data collection, research method and the location of the study will be conducted.

Research Method

This study is a qualitative research, it is associated with the ability of humans to shape and create their own experiences and truth. This study also used the descriptive survey method, in which it uses the questions as who, what, when, where and how of a topic being answered.

Respondent

Respondents of the study will be employees of PT Jasa Marga (Persero) Tbk

Study Location

The location of study will be in PT Jasa Marga (Persero) Tbk head office in Jakarta.

Procedure of Data Collection

- Primary data
  Primary data will be collected by observation, interview and questionnaire to employee of PT Jasa Marga (Persero) Tbk
- Secondary data

Secondary data will be gather from PT Jasa Marga (Persero) Tbk manual, reports, libraries, and other media.
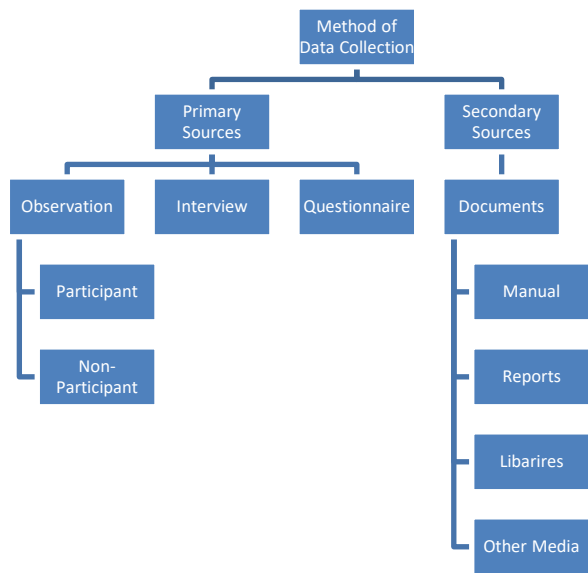
Figure 4.1. Data Collection Method

Defining Answer Score

Answer score is the value that will give by respondent. We will create 5 scale for the answer as follow:

Table 4.1. Answer Score

Answer Scale	Score
Very not agree	1
Not agree	2

Quite agree	3
Agree	4
Very agree	5

Ideal Score

Ideal score is the score to that count the scale rating for all the answer. It uses this equation:

<mark>IDEAL SCORE = SCORE x AMOUNT OF RESPONDENT</mark>

For example of 30 respondent it will give us rating as follow:

Table 4.2 Ratings

Equation	Scale
5x30=150	Very Agree
4x30=120	Agree
3x30=90	Quite Agree
2x30=60	Not Agree
1x30=30	Very Not Agree

Data Processing and Analysis

Performance Management at PT Jasa Marga (Persero) Tbk.

Jasa Marga applies the concept of Human Capital (HC) management. Employees as the Company's partners are

encouraged to continue to improve each quality and competency to be able to achieve optimal performance. Jasa Marga has systematically carried out various initiatives to embrace the era of technological and digital transformation.

Figure 4.2 Jasa Marga's Human Capital Architecture

Talent management is one part of the company's commitment to provide career development opportunities for employees who are able to provide the performance in accordance with the objectives of the company, has the capacity in line with corporate strategy and behavior are aligned with the corporate culture.

Business competition in the Toll Road industry is increasingly dynamic with the implementation of industry 4.0, it takes speed and flexibility to keep the company ahead of the

competition, so a performance development system is needed to encourage employees to be fast and adaptive in carrying out the company's business strategy.
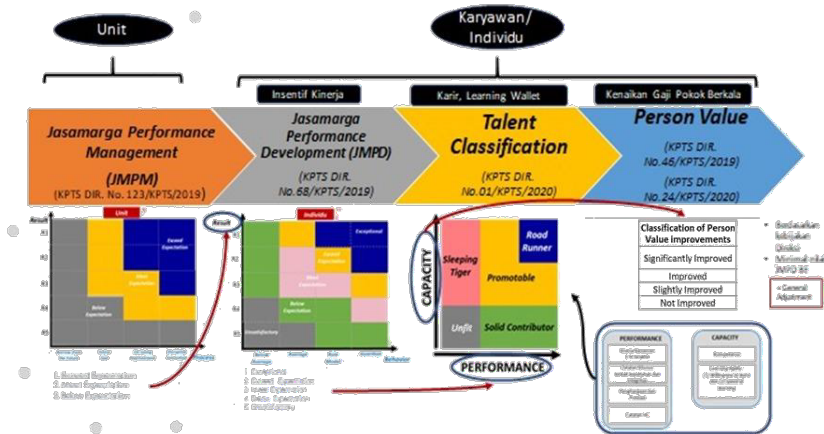
Figure 4.3 Integrated Human Capital System

Jasa Marga Performance Management (JMPM) is a system implemented by Jasa Marga to plan, organize and evaluate the performance of units one level below the Board of Directors. Performance Management includes Unit Performances which is classified into 3 predicates by considering the assessment of Unit Results achieved and the Process implemented by the respective work units.
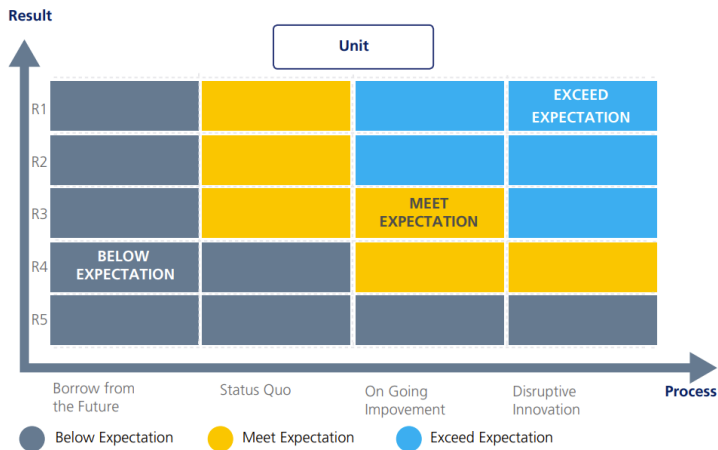
Figure 4.4 JMPM Result

Jasa Marga Performance Development (JMPD) is a performance development system for individuals that aims to clarify and align expectations between superiors and their subordinates and to improve the employee performance on an ongoing basis with on-going feedback. The JMPD system includes the development and evaluation of individual performances and the assessment of suitability between employee work behavior and corporate values. The assessment results of the JMPD are classified into 5 (five) titles and are considered in determining Talent Classification, Total Reward, and employee career development.

Stages of Performance Management through JM Performance Development:

The company uses JMClick as application/software to support the Performance Appraisal process as part of performance management.
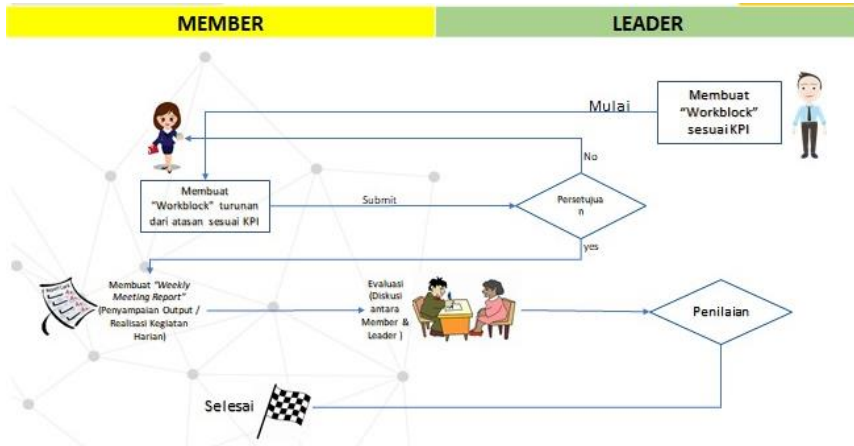
Figure 4.5 JM Performance Development Flowchart

1. Expectations Delivery and Clarification

Superiors deliver the expectations to subordinates which include work targets, deadlines and expected behaviors (as shown in Figure 4.5). Subordinates must clarify so that expectations are formed between the superiors and subordinates.

Figure 4.6 Interface of Workblock Form

2. On Going Process and Feedback

Superiors and subordinates are required to carry out on-going feedback such as discussions to recall agreed expectations, evaluate temporary achievements, resolve obstacles and re-establish achievement targets in every week (as shown in Figure 4.6).

Figure 4.7 Weekly Meeting Form

Final Evaluation of Performance Development:

Individual Performance Evaluation is the provision of a predicate that takes into account the assessment of:

1. Result, is an assessment of the achievement of individual work targets. Subordinates results assessment is carried out by superiors by considering the subordinate's performance, internal and external conditions of the company.

Table 4.3 Individual Result Predicate

NO	RATING	EXPLANATION
1	R1	Way above expectations
2	R2	Above expectation
3	R3	Meet expectation
4	R4	Below expectation
5	R5	Way below expectation

2. Behavior. Behavior assessment is an assessment of the suitability of employee work behavior with company values. Assessment of subordinates behavior is carried out by superiors by considering the results of a 360° survey regarding the implementation of corporate values with survey participants as follows: superiors, team, coworkers, and the employee him/herself.

Table 4.4 Individual Behavior Predicate

NO	RATING	EXPLANATION
1	Guardian	Committed to Jasa Marga's Values
2	Role Model	Accept to Jasa Marga's Values
3	Average	Understand to Jasa Marga's Values
4	Below Average	Aware to Jasa Marga's Values

Figure 4.8 Corporate Values

3. The results of Individual Result and Individual Behavior evaluations are combined to get the final predicate of Individual Performance
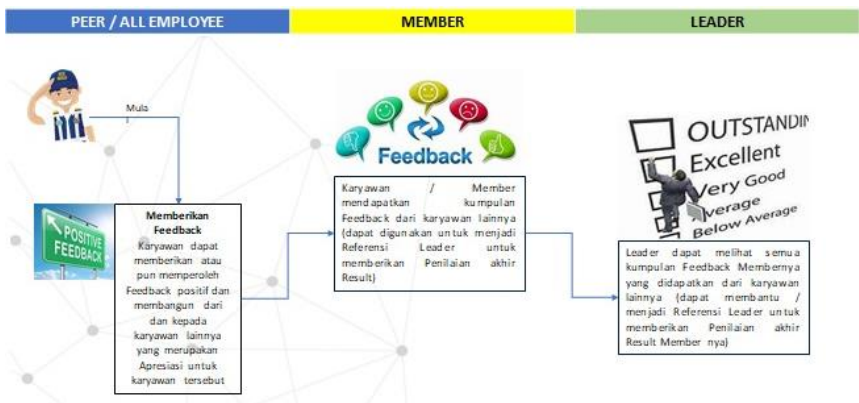
Figure 4.9 Feedback Process
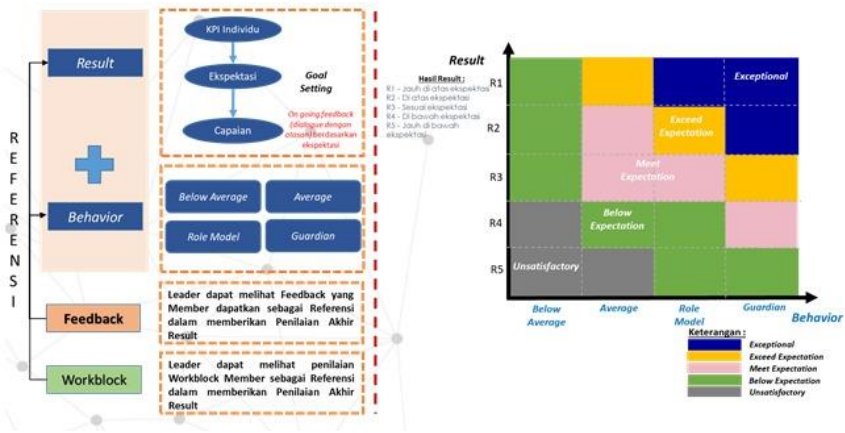
Figure 4.10 Individual Result and Individual Behavior Evaluation

The Individual Performance evaluation period, which includes an assessment of the Individual Result and Individual Behavior, can be carried out according to the needs of management and employees, however the results of the assessment must be available at the end of the current year period.

Talent Development and Talent Mobility

Talent Development

The Company Implements Talent Development using the mechanism of employee development prepared based on the results of Talent Classification with the following implementation guidelines but not limited to:

1. Road Runner:
- Given higher responsibility in the form of special assignments to cross and non-cross cluster positions for accelerating career mobility and career exposure

- Given opportunity to choose an additional mentor besides the direct superior (cross mentoring)
- Becoming a mentor for BOD-2 talents (specifically BOD-1 Road Runners) and BOD-3 talents (specifically BOD-2 Road Runners)

2. Promotable:

   Given higher responsibility in the form of assignments to positions in the same job family for accelerating career mobility and career exposure.

3. Solid Contributor:

- Development is directed to the type of work that is similar to the present;
- Nurturing the willingness to learn and speed of learning to enhancing the competency.

4. Sleeping Tiger:

- Development is directed to other type of work that is more suitable;
- Keep striving to improve performance significantly.

5. Unfit:

   Managing out of the Unfit classification by offering a choice of capacity and performance improvement programs within 3 months and employees can submit an extension of the program for 3 more months or resign from the Company with a special post-employment benefit package arranged by the Board Director in charge of Human Capital
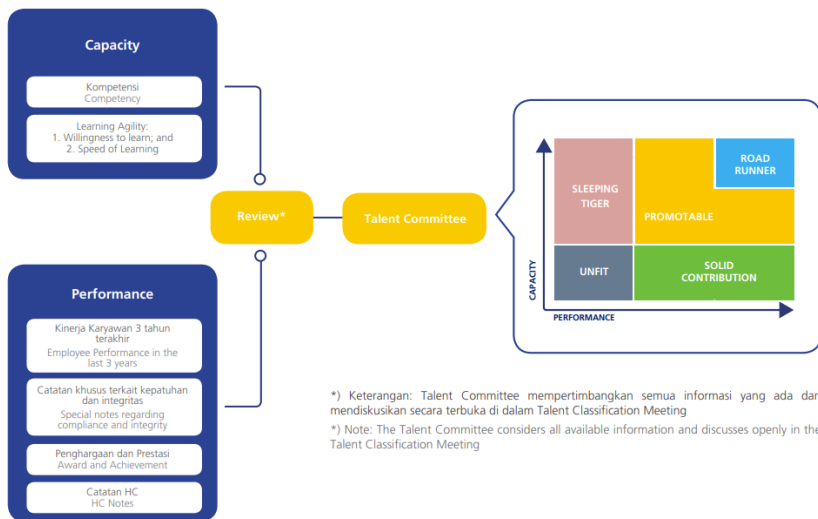
Figure 4.11 Talent Classification Appraisal

The Company does not only develop the capacity and place the employees according to the needs of the organization but also makes this division of roles a medium for the employees to develop and challenge their capacities to the utmost.

2. Talent Mobility

Is a mechanism for employee movement/transfer from the current position to another. This aims to enrich work experience, so that employees have new experience and knowledge that will enhance their skills and competencies. An employee with top talent classification is the one who has very fast mobility in every level of position he/she occupies. Talent mobility is carried out with the following guidelines, but not limited to:

- Priority 1

  Talent Mobility is for employees with Road Runner Talent Classification who have the opportunity for Promotion, Rotation to other field and Acceleration to more challenging positions.

- Priority 2

  Talent Mobility is for employees with Unfit Talent Classification who are given the development opportunity to exit the Unfit classification.

- Priority 3

  Talent Mobility is for employees with Sleeping Tiger Talent Classification who have the opportunity to move to a more suitable field/job

- Priority 4

  Talent Mobility is for employees with Promotable Talent Classification who have the opportunity for Promotion, Rotation to the same field/ job family.

- Priority 5

  Talent Mobility is for employees with Solid Contributor Talent Classification who have the opportunity to Rotate to the similar fields of work.

Data Processing

Data collected in this study is primary data that obtained from questionnaire of PT. Jasa Marga Tbk. employee. Questionnaire used in this study is a closed questionnaire with total of 11 questions and 30 respondents.

Question 1:

Performance management affect my career
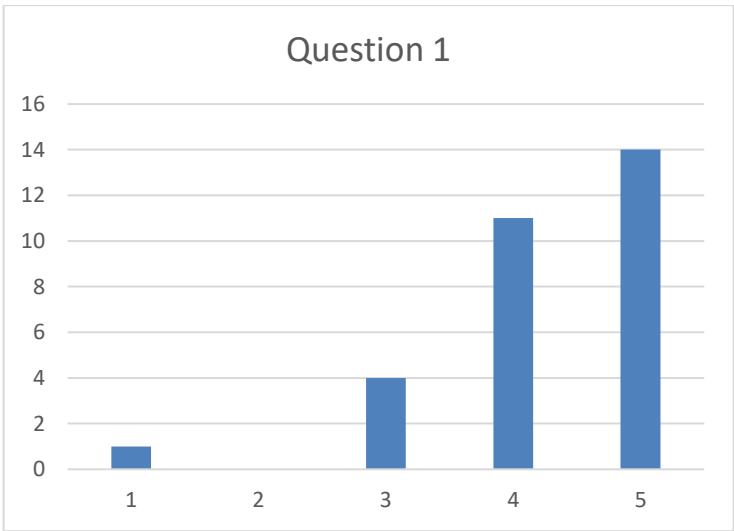
Figure 4.12. Question 1 Result

Score = (1x1) + (2x0) + (3x4) + (4 x 11) + (5x14)

          = 127

Scale = Agree

Question 2:

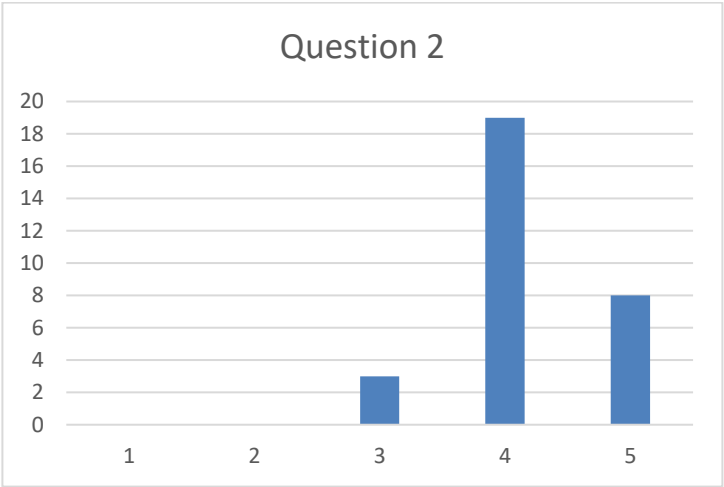## My KPI meets my job description?

Figure 4.13 Question 2 Result

Score = (1x0) + (2x0) + (3x3) + (4 x 19) + (5x8)

= 125

Scale = Agree

Question 3:

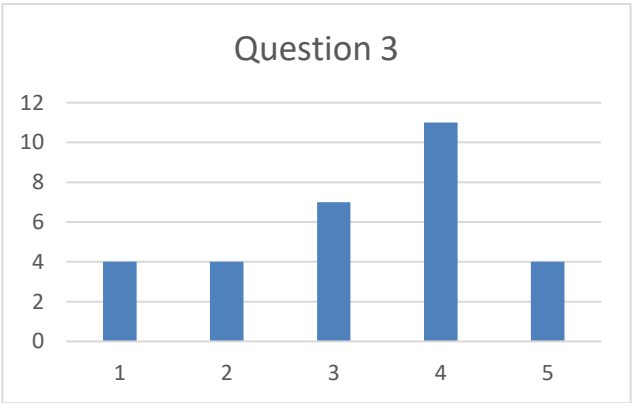## I know the obligation to do Weekly Meeting Report

Figure 4.14 Question 3 Result

Score = (1x4) + (2x4) + (3x7) + (4 x 11) + (5x4)

= 97

Scale   = Quite Agree

Question 4:

I proficient in operating the JM Click for making the Weekly Meeting Report
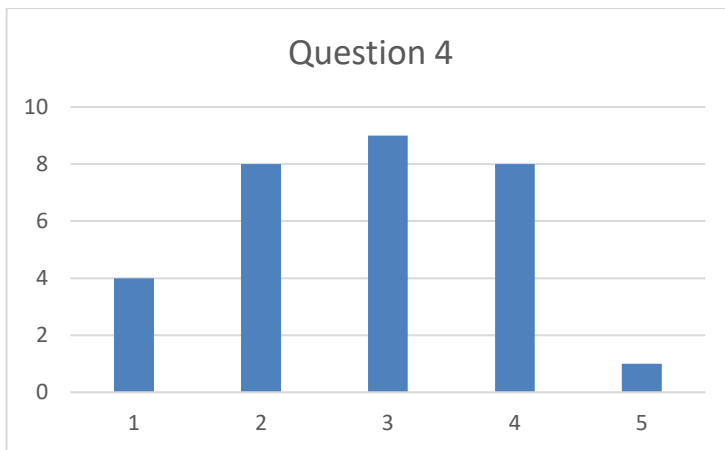
Figure 4.15 Question 4 Result

Score   = (1x4) + (2x8) + (3x9) + (4x8) + (5x1)
        = 84
Scale   = Not Agree

Question 5:

I frequently make Weekly Meeting Report
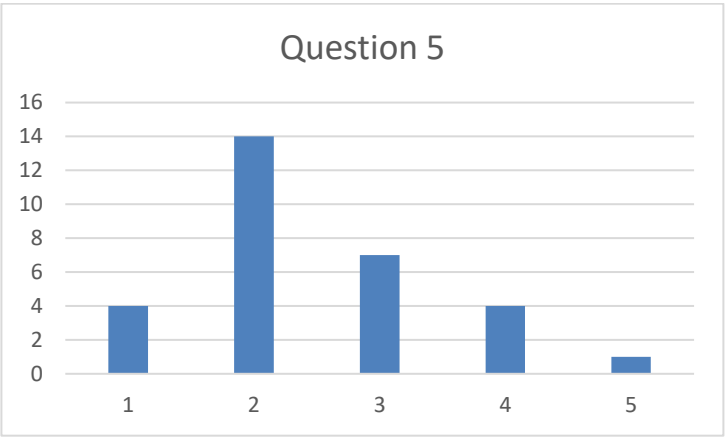
Figure 4.16 Question 5 Result

Score = (1x4) + (2x14) + (3x7) + (4x4) + (5x1)

       = 74

Scale = Not Agree

Question 6:

The interface of Weekly Meeting Report attractive?
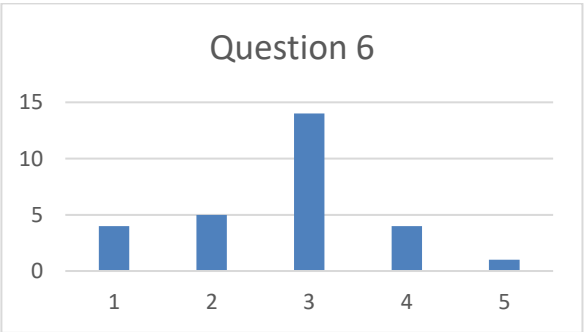
Figure 4.17 Question 6 Result

Score = (1x4) + (2x5) + (3x14) + (4x4) + (5x1)

= 77

Scale   = Not Agree

Question 7:

My superior do coaching, counselling, and mentoring?
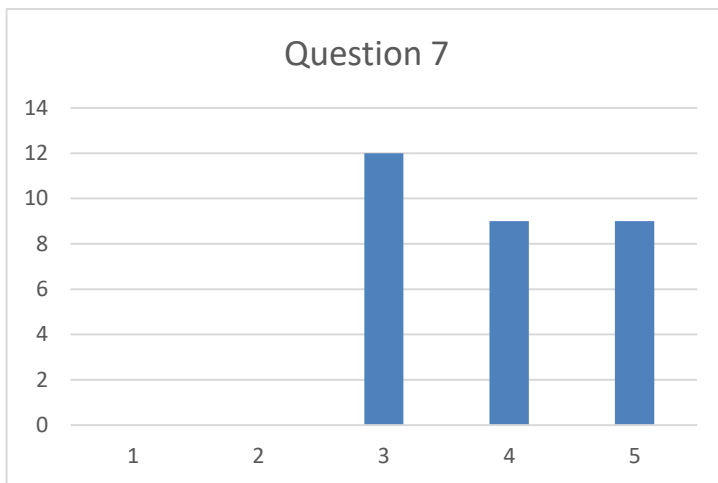
Figure 4.18 Question 7 Result

Score = (1x0) + (2x0) + (3x12) + (4x9) + (5x9)

= 117

Scale   = Quite Agree

Question 8:

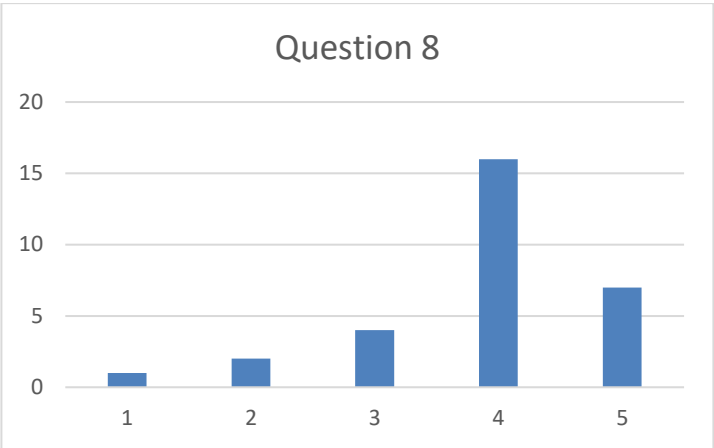## I think the appraisal given right now is objective

Figure 4.19 Question 8 Result

Score = (1x1) + (2x2) + (3x4) + (4x16) + (5x7)

= 116

Scale = Quite Agree

Question 9:

I feel comfortable in manually choosing my peer for the 360 assessments
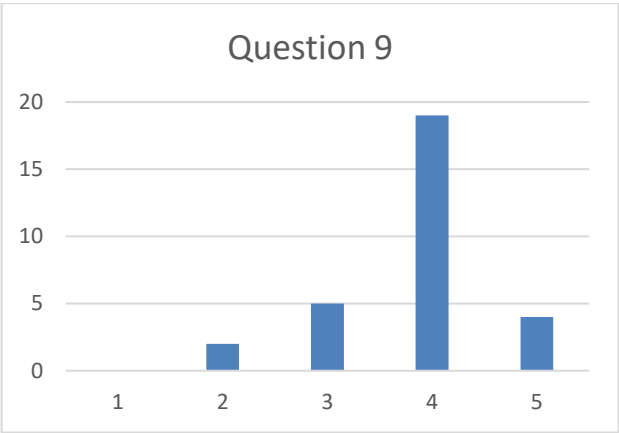
Figure 4.20 Question 9 Result

Score = (1x0) + (2x2) + (3x5) + (4x19) + (5x4)

= 115

Scale = Quite Agree

Question 10:

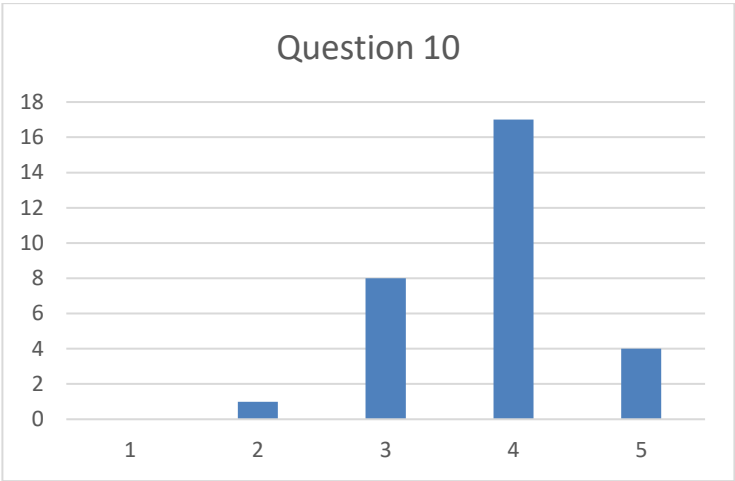**In my opinion, the 360 assessment I've done is effective enough**

Figure 4.21 Question 10 Result

Score = (1x0) + (2x1) + (3x8) + (4x17) + (5x4)

= 114

Scale = Quite Effective

Question 11:

I think an application for doing the 360 assessment will help me in doing the assessment
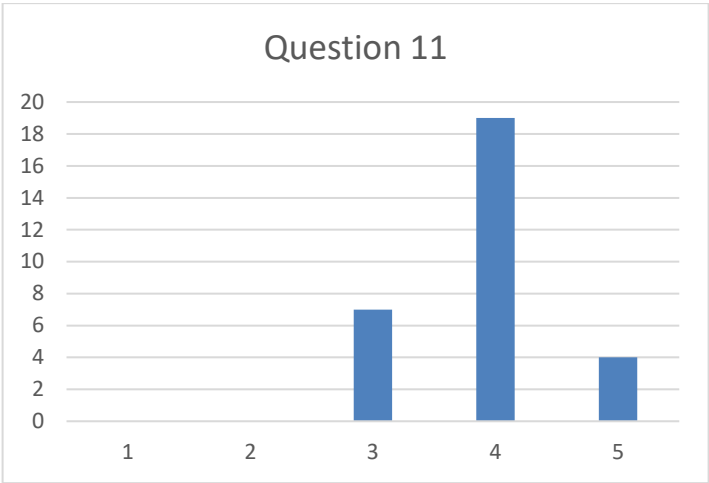
Figure 4.22 Question 11 Result

Score = (1x0) + (2x0) + (3x7) + (4x19) + (5x4)

= 115

Scale = Quite Agree

Data Analysis

Table 4.5 Data Perception of Employee

No.	Question	Rating
1.	Performance management affect my career	Agree
2.	My KPI meets my job description	Agree
3.	I know the obligation to do Weekly Meeting Report	Quite Agree

4.	I proficient in operating the JM Click for making the Weekly Meeting Report	Not Agree
5.	I frequently make Weekly Meeting Report	Not Agree
6.	The interface of Weekly Meeting Report attractive	Not Agree
7.	My superior do coaching, counselling, and mentoring	Quite Agree
8.	I think the appraisal given right now is objective	Quite Agree
9.	I feel comfortable in manually choosing you peer for the 360 assessment	Quite Agree
10.	In my opinion, the 360 assessment I've done is effective enough	Quite Effective
11.	I think an application for doing the 360 assessment will help me in doing the assessment	Quite Agree

Based on the data above, we analyze the perception of employee of PT. Jasa Marga Tbk as follow:

1. They acknowledge that performance management affect their career.
2. Their job description is in accordance with their KPI.

3. Most of them know the obligation to make Weekly Meeting Report, but there are some of them (26% of the employee) that did not know.
4. Most of them find it difficult to operate the JM Click.
5. Most of them did not make the Weekly Meeting Report.
6. Most of them think that the interface of the Weekly Meeting Report could be better.
7. They feel their superior has done enough in terms of coaching, counseling, and mentoring.
8. Most of them think that the current appraisal is appropriate.
9. Most of them feel comfortable in choosing their peer for the 360 assessments.
10. Most of them feel that their current assessment is quite effective.
11. They feel an application for the 360 assessments could help them completing the task.

Conclusion and Recommendation

Conclusion

Jasa Marga facilitate their employee in doing performance appraisal by using a website-based application called JM Click. Based on our study, we make few conclusions as follow:

1. The employees know the importance of performance appraisal and their job description is based on their KPI. And also, they feel their superior is tutoring them.

2. Although Jasa Marga has conduct training for the usage of the JM Click. There are some of employee that find it difficult to operate and find the application is not interesting. Because of that some of the employee did not make the Weekly Meeting Report routinely.

3. Most of the employee satisfied with the current 360-degree assessment but feel an application in choosing the peer to be assessed could be helpful.

Recommendation

Based on our study, we would like to make recommendation to PT. Jasa Marga Tbk. as follow:

1. Held regularly refreshment training regarding using JM Click application.

2. Monitor the number of submitted Weekly Meeting Report and reminder the employee that has not submitted it.

3. Refresh the interface of the Weekly Meeting Report in JM Click application.

4. Create an application or system to select the employee for the 360-degree assessment.

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Creating Sustainability Through

TALENT MANAGEMENT

Improvement

This book chapter compiled the final project of IPMI MBA Students in the class of Talent management, which is focused and oriented toward the integrated process of planning, recruiting, developing, managing, and compensating employees. This project aimed to let the student undergo the practical exercises evaluating and advising organizations with some improvement activities, and in the process they have to consider supporting the sustainable development goals.

The first group evaluated Brilio. net a digital start-up business, they advised some improvements including proposing long-term strategies of successful digital media companies operating in a similar space to that of Brilio.

The second group evaluated PT Harmoni National Technologi (HNTI) is the company of health care equipment provider, they advised some among others long term cooperation with hospital, clinic and retail distributor in term of after sales services and make commission scheme which is offered to the engineer to attract selling activity.

The third evaluated IPMI International Business School or formally called Sekolah Tinggi Manajemen IPMI. The students proposed improvements in culture and values, by implementing a campaign called: RISE OF IPMI, improvement in Retaining team members, Initiative, System and Enthusiasm.

The fourth Group evaluated PT Jasa Marga a leading State Owned Enterprise in providing toll road services. The students advised some improvements especially in the area of performance appraisal process.

On the last session of the course the students held a webinar inviting the representatives from the partnering companies, lecturers, and students from other universities. The students presented their talent management improvement proposal and this book is the written format of the proposal.

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