

Analisis terhadap proses akuisisi, pengembangan dan retensi talent dalam penerapan talent management system untuk minimisasi talent voluntary turnover (Studi kasus di PT. XYZ) = Analysis of talent acquisition development and retention in talent management system implementation to minimize talent voluntary turnover (Case study at PT. XYZ)

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Abstrak

Perkembangan teknologi yang semakin pesat membuat intangible assets menjadi komponen penting bagi organisasi. Intangible assets tersebut diciptakan oleh karyawan bertalenta yang perlu dirangkul, dikembangkan dan dipertahankan oleh organisasi (Schoemaker & Jonker, 2005). Sita & Raut (2014) mengatakan bahwa pengelolaan talent adalah implementasi dari strategi yang terintegrasi yaitu akuisisi, pengembangan dan retensi talent.

PT. XYZ adalah perusahaan FMCG multinasional di Indonesia yang telah melakukan talent management sejak tahun 2012. Berdasarkan data talent voluntary turnover tahun 2012 ? 2015 ditemukan kecenderungan peningkatan voluntary turnover talent tahun 2012 ? 2015 berturut-turut mulai dari 0%, 7%, 6% hingga 18%; sementara non talent voluntary turnover cenderung turun. Selain itu, opportunity loss karena talent voluntary turnover tahun 2015 diperkirakan sebesar Rp 490,415,062.50. Hal ini menjadi indikasi bahwa proses talent management belum berjalan optimal dan komitmen dalam implementasi talent management masih rendah. Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis permasalahan dalam proses penerapan talent management system di PT. XYZ yang meliputi gambaran analisis akuisisi, pengembangan dan retensi talent; komitmen dan peran dari top management dan human resources business partner serta respon dan reaksi dari talent terkait penerapan talent management system di PT. XYZ. Penelitian ini melibatkan top management, HRBP dan talent sebagai informan.

Hasil penelitian menunjukkan bahwa penerapan talent management di PT. XYZ belum terintegrasi antara akuisisi, pengembangan dan retensi karena infrastruktur yang belum lengkap dan komitmen yang rendah dalam pelaksanaannya. Dengan demikian, peneliti merekomendasikan beberapa program nyata seperti competency talent acquisition, program pengembangan, menu retensi, dan lain-lain yang dapat digunakan oleh top management, HRBP dan talent.

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The rapidly technology development make the intangible assets as the important component for the organization. Intangible assets is created by talented employees that need to be acquired, developed and retained in the organization (Schoemaker, Jonker, 2005). Sita & Raut (2014) said that talent management is the implementation of integrated strategy consist of talent acquisition, talent development dan talent retention.

PT. XYZ is a FMCG multinational company in Indonesia that has been conducted talent management from 2012. Based on talent voluntary turnover data from 2012 to 2015, researcher found the increasing trend of talent voluntary turnover from 2012 ? 2015, it is 0%, 7%, 6% s/d 18% while non talent voluntary turnover declined. Furthermore, the opportunity loss due to talent voluntary turnover on 2015 is predicted as Rp

490,415,062.50. This phenomenon indicated talent management process has not yet running well and commitment in implementation is low.

This research is aimed to identify and analysis the problems in implementing talent management system at PT. XYZ consist of the analysis of talent acquisition, development and retention; commitment and role of top management and human resources business partner; response and reaction of talent regarding talent management system implementation at PT. XYZ. This research involved top management, HRBP and talent as informants.

The research result showed that talent management implementation at PT. XYZ has not yet integrated between talent acquisitions, development and retention due to the infrastructures are not complete and the commitment is low in the implementation. Therefore, researcher recommended some concrete programs such as competency talent acquisition, development program, retention menu, etc. will be used by top management, HRBP and talent.