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Talent Mapping Process in Improving Employee Performance at PT Sinergi Visi Utama

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ARTICLE INFORMATION	ABSTRACT
Section Internship Report Article **Article History** Article Submitted:16/09/2024 Accepted:18/09/2024 Available online:05/10/2024 **Keywords** talent mapping human resource development employee performance talent management	PT Sinergi Visi Utama does not yet have a mature and structured talent mapping system or process. Talent mapping is an important early stage in determining the success of the human resource development process in talent management. Through talent mapping, companies can identify, evaluate, and select individuals to be placed in positions that match their respective skills and potential. This research uses a qualitative approach because it focuses on the talent mapping process at PT Sinergi Visi Utama. Currently, the company only implements employee development through formal education, such as sending employees to S2 and S3 levels, without a more in-depth overall strategy. Providing further education has proven to have a positive impact on employee motivation, innovation, and overall performance. Therefore, a more systematic and planned implementation of talent mapping is needed to identify and develop employee potential optimally.

INTRODUCTION

PT Sinergi Visi Utama is a company engaged in consulting services and training organizers. PT Sinergi Visi Utama organizes consultancy cooperation related to public policy, finance, regional economy, human resource development, transportation, tourism, environment, survey services, special services and training/training organizers in the central and regional government sectors (*Sejarah Sinergi Visi Utama*, 2023). In an organization, the existence of employees is absolutely necessary to achieve the success of the goals.

Organizations that have employees with talents that match the needs of the organization/company will make the company more competitive Sen, Harianto and Satrianny (2023), but in recent decades, organizations have faced difficulties in retaining high-quality employees. As a result, leaders must improve their human resource strategies. Talent management is a systematic and organized activity in human resource management policy so as to attract more people and have the highest level of human resources. However, it must be fully in line with the strategic direction of the company. As companies become more and more aware of talent, they will compete for highly talented employees, both by external sourcing and training. Talent shortage is a serious concern for the future growth of the organization.

Therefore, recruiting each individual has different skills (Sen, Harianto and Satrianny, 2023). However, despite the increasing awareness and competition for talent, PT Sinergi Visi Utama still struggle to implement effective talent mapping systems that align with their strategic goals. This gap can result in inefficiencies in identifying, developing, and retaining key talent. During the research conducted through the internship program, it was observed that PT Sinergi Visi Utama has not yet developed a mature and structured talent mapping process. The current system is limited to providing formal education, such as allowing employees to pursue advanced degrees like Master's or Doctoral degree. However, this is done without a deeper strategic approach that focuses on identifying, evaluating, and optimizing employee potential to meet organizational needs effectively.

The primary objective of talent mapping is to ensure that employees are placed in roles that match their skills and future potential, which can significantly enhance overall organizational performance. This research explores the consequences of the lack of a systematic talent mapping process at PT Sinergi Visi Utama, particularly in how it affects the company's capacity to develop its employees' potential. The findings are expected to highlight the need for a more holistic approach to talent management to ensure the long-term success of the company and its workforce. This introduction emphasizes the importance of developing a structured and effective talent mapping system to ensure the optimal placement and development of employees within the company. It highlights how PT Sinergi Visi Utama currently lacks a well-defined talent mapping process and illustrates the critical role that an effective talent management system can play in enhancing employee potential.

By implementing a more structured and comprehensive talent mapping system, the company can not only improve employee performance but also support its overall business growth and competitiveness. This research delves into the analysis of the existing talent mapping practices at PT Sinergi Visi Utama, focusing on how the absence of a mature system affects employee development. It explores key aspects such as the identification of talent, evaluation processes, and strategic employee placement, offering recommendations on how the company can refine its talent management approach for long-term success.

LITERATURE REVIEW

Talent Management

The word talent when converted into Bahasa Indonesia becomes talents, which means it is a desirable quality in all human beings and every organization needs workers who have the qualities that suit their needs (Ansar and Baloch, 2018). Therefore, talent management is a way to attract, develop, and retain talent in the organization. According to talent management is a model centered on managing human resources, with the aim of reducing the gap between the capabilities needed by companies to face challenges and achieve their strategic goals and the capabilities available. The concept focuses on placing the appropriate individuals in the right

positions at the right time, in accordance with the organization's management strategy. The talent management approach evolved in response to the needs of organizations facing talent shortages (Arslan *et al.*, 2024).

Talent Mapping

Talent mapping is an important early stage in determining the success of the human resource development process in talent management. From the talent mapping process, the company can identify, evaluate and select each individual so that they can be placed in the best position that best suits their respective skills and potential.

Talent Mapping Process

Table 1. Talent Mapping Process

Performance	Above Expectations	4 Performance above expectations and low potential	7 Performance above expectations and medium potential	9 Performance above expectations and high potential
	As Expected	2 Performance as expected and low potential	5 Performance as expected and medium potential	8 Performance as expected and high potential
	Below Expectations	1 Underperformance and low potential	3 Underperformance and medium potential	6 Underperformance and high potential
		Low	Medium	High
		Potential		

Sources: Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (2020)

According to Handayani (2023), talent mapping aims to develop the best talent for the organization. This is done to accelerate the implementation of the performance-based system. The implementation of talent mapping goes through several stages as follows:

1. Talent Identification

   The first stage in talent mapping is the talent identification stage which is carried out through talent mapping based on the box in the figure. In this process, employee performance and potential are evaluated to determine the talents that best suit the needs of the organization.

2. Talent Development

   Talent development is carried out to prepare individuals to be ready to occupy positions that are considered strategic or that will soon be vacant. Talent development can also include learning assignments aimed at improving professional qualifications. In addition, ongoing training and development also helps maintain employee motivation and engagement, and prepares them for future challenges.

3. Talent Retention

   Talent retention involves rewarding and recognizing talented employees by the organization with the aim of increasing their commitment and motivation. This is done so that these talents can demonstrate their best competencies and performance for the benefit of the organization.

4. Talent Deployment
   Talent deployment is designed to ensure that the best talent can develop optimally and make maximum contributions in various operational contexts, supporting the achievement of the organization's strategic goals.
5. Talent Monitoring and Evaluation
   Talent monitoring is conducted at the development, retention, and placement stages. This process involves continuous supervision to ensure that talents develop according to established plans, remain motivated, and are retained in positions that match their competencies.

RESEARCH METHODS

The research method used in this research is a qualitative approach. The qualitative approach was chosen because this research focuses on the talent mapping process at PT Sinergi Visi Utama. In this study, researchers used method triangulation. Researchers use a triangulation method that searches for and processes data using interview, observation, and survey methods. Triangulation of this method is done by comparing information or data in different ways. Usually, researchers use several different sources to check the truth of the information. By utilizing method triangulation, researchers can gain a more comprehensive and in-depth understanding of the talent mapping process at PT Sinergi Visi Utama. This approach also ensures that the research results are supported by a variety of different data sources.
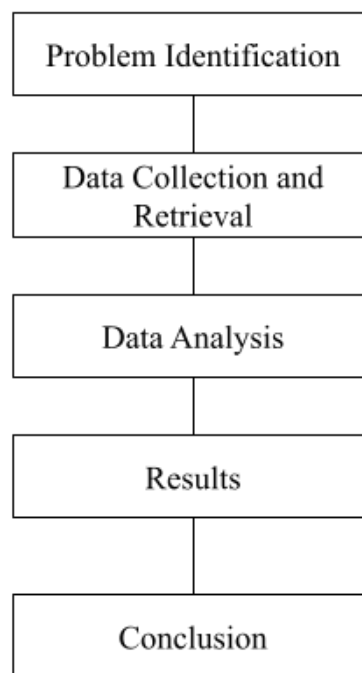

Figure 1. Research Flow

The data in this study were obtained from observations and also interviews with the director of management resource management of PT Sinergi Visi Utama and also the research secretary of PT Sinergi Visi Utama who knew about the topic being studied. In this study, the population includes all leaders and employees of PT Sinergi Visi Utama, totaling 50 people. To get an in-depth picture of the application of talent mapping at PT Sinergi Visi Utama, this research requires a sample or one that can represent the population as a whole. This technique

allows researchers to select samples that are considered to have relevant and in-depth information on the research topic. The samples selected in this study include:

1. Director of Human Resource Management of PT Sinergi Visi Utama, totaling one person.
2. Research Secretary and also employees who have been involved in talent mapping, totaling two people.

ANALYSIS RESULT

At PT Sinergi Visi Utama, the talent mapping process is a vital initiative aimed at identifying and developing employee potential to enhance organizational performance. This exploration delves into the current state of talent mapping, including the involvement of employees and the objectives behind this strategic approach. By examining the criteria for talent development and assessing the program's effectiveness, we gain insights into its impact on employee motivation, productivity, and overall company growth. This analysis highlights the ultimate importance of a structured talent development strategy in fostering a dynamic and capable workforce.

Table 2. Analysis Result

No.	Question	Name	Answer
1	In your opinion, how is the talent mapping process at PT Sinergi Visi Utama?	Source 1	Talent mapping at PT Sinergi Visi Utama is still in the development and refinement stage. We are focusing on building a more systematic and structured system to identify the best talents of our employees. This process includes employee potential identification, development, as well as continuous evaluation to ensure that each individual is able to contribute maximally to the position that best suits their competencies and aspirations.
		Source 2	Currently, there are still some things that need to be improved. We focus on employee development through formal education programs, but the overall process needs to be better coordinated for maximum results.
		Source 3	I think the talent mapping process is good, but it does need more explanation and direction. Right now, the focus is still on further education, but I think there are many things that can be improved.
2	How many people have been involved in the talent mapping?	Source 1	So far there are 2 employees who have been involved in this program, especially those we consider to have great potential for further development. We continue to evaluate and add more individuals to be included in the program.
		Source 2	Only 2 employees were involved in this process.
		Source 3	2 Employees
3	In your opinion, what are the objectives and benefits of the talent mapping process that PT	Source 1	Our ultimate goal is to maximize the potential of each employee, ensuring that they are placed in positions that match their skills and potential. With this process, we hope to improve the overall performance of the company, while creating a clearer and more transparent career development path.

No.	Question	Name	Answer
	Sinergi Visi Utama carries out?	Source 2	The main objective is to ensure that our top talent can be developed sustainably, while paving the way for them to occupy strategic positions in the future. Another benefit is improved employee performance and loyalty.
		Source 3	The goal is clearly to help employees develop themselves further and to ensure that we are all placed in the right position. The benefits are definitely more about career development, so that we can have a clear career path.
4	In your opinion, are there certain criteria for talent development?	Source 1	Yes, we have strict criteria. Apart from looking at individual performance, we also consider their long-term potential, commitment, and adaptability to new challenges. We also use the 9 *Box Matrix* to identify and categorize talents based on their performance and potential. We strive to ensure that the selected individuals truly have the motivation and passion to grow.
		Source 2	Yes. We look at factors such as performance, long-term potential, and willingness to grow. We want to make sure that those who are given the opportunity are those who really want to contribute more.
		Source 3	Yes, there is. Usually, those selected are employees who have potential and have shown good results in their performance. So, there are several criteria like that that are used.
5	Do you think PT Sinergi Visi Utama will continue this talent development program?	Source 1	Of course, this is part of the company's long-term strategy. This program is essential to ensure the sustainability of the company and support the growth of employees in the long run.
		Source 2	So far, the company will continue this program as we see good results. Talent development is very important to support the company's growth.
		Source 3	I think I will continue, because this program helps employees and companies to grow.
6	In your opinion, is this talent development program successful? Why?	Source 1	I see significant results from this program. Employees who participated in the program showed improved performance, leadership, and innovation. However, there is still room for improvement to make it more systematic and structured.
		Source 2	I think it works, because some employees have shown good results in their performance. Even so, this program can still be optimized with a better structure.
		Source 3	I think it worked. After attending this program, I myself feel more confident and can apply the knowledge I gained in my daily work.
7	In your opinion, what impact or	Source 1	The most obvious impact has been an increase in employee motivation and their ability to take on

No.	Question	Name	Answer
	change is felt by PT Sinergi Visi Utama after implementing this talent mapping program?		bigger challenges. In addition, we have also seen improvements in employee productivity and loyalty to the company.
		Source 2	The biggest impact is the increase in employee competence, especially those who have participated in further education. This certainly has an impact on work effectiveness and productivity.
		Source 3	From what I feel, there is an increase in employee skills and knowledge. This makes the team's performance more solid and productive.

Discussion

Talent Mapping Process at PT. Sinergi Visi Utama

According to Handayani (2023), talent mapping aims to develop the best talent for the organization. This is done to accelerate the implementation of the performance-based system. The implementation of talent mapping goes through several stages as follows:

1. Talent Identification

   The first stage in talent mapping is the talent identification stage which is carried out through talent mapping based on the box in the figure. In this process, employee performance and potential are evaluated to determine the talents that best suit the needs of the organization. The first stage in the talent mapping process at PT Sinergi Visi Utama is talent identification. This process is carried out by the human resource (HR) division using the 9 Box Matrix. By using this tool, PT Sinergi Visi Utama can categorize talents based on their performance and potential.

2. Talent Development

   Talent development is a crucial process in organizations, designed to prepare individuals for strategic positions or upcoming vacancies. This process encompasses various learning opportunities aimed at enhancing professional qualifications, maintaining employee motivation and engagement, and equipping staff with the skills needed to face future challenges. After carrying out the talent identification process using the 9 Box Matrix, the next stage carried out by HR is the development of talents who have been recruited by PT Sinergi Visi Utama.

   PT Sinergi Visi Utama conducts talent development by providing various career acceleration programs such as advanced training programs, leadership training, and study assignments at Master's Degree and Doctoral Degree. By implementing these career acceleration programs, PT Sinergi Visi Utama demonstrates its commitment to cultivating a strong talent pipeline, ensuring the company has a pool of skilled and motivated individuals ready to take on key roles and drive the organization's future success.

3. Talent Retention

   Talent retention is a critical aspect of human resource management, focusing on rewarding and recognizing talented employees to enhance their commitment and motivation. The primary goal is to ensure these high-potential individuals can demonstrate their best competencies and performance for the organization's benefit. PT Sinergi Visi Utama has implemented a comprehensive talent retention strategy that encompasses various incentives, benefits, and facilities. These strategies are designed to not only meet but exceed employee expectations, fostering a strong sense of loyalty and dedication among their talented workforce.

The incentives provided by PT Sinergi Visi Utama are in the form of performance allowances. The first form of performance allowance is a salary above the Upah Minimum Kabupaten/Kota (UMK). According to information provided by PT Sinergi Visi Utama, the salary provided by the company to employees has fulfilled the Decree of the Governor of Yogyakarta Special Region Number 396/KEP/2023 on the Determination of Regency/City Minimum Wage in 2024. Then the second is the overtime allowance, according to the information provided by PT Sinergi Visi Utama, the overtime allowance provided by the company to employees is in the form of overtime pay and overtime meals, which are calculated outside of working hours for more than 4 hours and a maximum of 6 hours (*Keputusan Gubernur Daerah istimewa Yogyakarta tentang Penetapan Upah Minimum*, 2023).

In addition, there are Tunjangan Hari Raya (THR), transportation allowances, and also education allowances (for employees' children). PT Sinergi Visi Utama offers additional leave to its employees to improve work-life balance. The type of leave applied in the company is annual leave, annual leave can be obtained by employees who have been in the company for a year, this annual leave amounts to 12 working days. Second is sick leave, employees who experience illness are entitled to take sick leave on condition that they provide a doctor's letter, the company provides a sick leave allowance of 6 days. Third is maternity leave, in accordance with labor laws, female employees who give birth are entitled to leave for 3 months (90 days) with full payment. Fourth is marriage leave, employees who get married can be given special leave for wedding events, usually around 3 to 5 working days.

In addition, as a form of appreciation and an effort to improve employee retention, PT Sinergi Visi Utama provides office car facilities for certain employees who have a strategic role in the organization. This facility is provided to facilitate employee mobility in carrying out daily tasks, including visits to clients, business trips, or other operational activities. By offering this comprehensive package of incentives, benefits, and facilities, PT Sinergi Visi Utama demonstrates its commitment to valuing and retaining its talented workforce. These strategies not only meet employees' basic needs but also provide additional perks that can significantly enhance job satisfaction and loyalty. The combination of competitive compensation, comprehensive leave policies, and additional benefits like office car facilities for strategic roles creates a compelling value proposition for talented employees to remain with the company long-term.

This approach to talent retention aligns with best practices in human resource management, recognizing that retaining top talent requires more than just competitive salaries. By addressing various aspects of employee well-being and professional growth, PT Sinergi Visi Utama positions itself as an employer of choice, capable of attracting and retaining the best talent in the industry.

4. Talent Deployment

Talent deployment is a strategic process designed to optimize the development and contributions of an organization's best talent across various operational contexts. This approach ensures that high-potential individuals are positioned where they can have the most significant impact, directly supporting the achievement of the organization's strategic goals.

PT Sinergi Visi Utama's approach to internal placement prioritizes filling vacant strategic positions with employees from within the organization, offering a multitude of benefits for both the company and its workforce. This strategy provides substantial growth opportunities for existing employees, significantly boosting morale and enhancing retention rates. By promoting from within, the company capitalizes on the institutional knowledge

and cultural fit of internal candidates, ensuring a smoother transition and more effective performance in new roles. This approach also proves to be cost-effective and time-efficient, as it reduces the expenses and duration typically associated with external recruitment and onboarding processes. Furthermore, it clearly demonstrates a tangible career progression path for talented individuals within the company, fostering a sense of loyalty and long-term commitment (Ile and Obi, 2023).

The focus on internal placement at PT Sinergi Visi Utama goes beyond these immediate benefits. It cultivates a culture of continuous learning and development, as employees are motivated to enhance their skills and knowledge in anticipation of future opportunities. This internal mobility also facilitates valuable knowledge transfer across different departments, enriching the overall organizational expertise. The company's investment in employee development yields greater returns when these well-trained individuals are promoted to higher positions, leveraging their comprehensive understanding of the company's operations and strategic goals. Moreover, this policy fosters a positive company culture, encouraging healthy competition and a shared vision of growth and success. By consistently demonstrating that hard work and excellence are rewarded with career advancement, PT Sinergi Visi Utama not only meets its immediate talent needs but also builds a robust, engaged, and loyal workforce capable of driving the organization's long-term success (Ile and Obi, 2023).

5. Talent Monitoring and Evaluation

    Talent monitoring is conducted at the development, retention, and placement stages. This process involves continuous supervision to ensure that talents develop according to established plans, remain motivated, and are retained in positions that match their competencies. After the talent identification, development, and deployment process has been carried out, PT Sinergi Visi Utama carries out continuous monitoring and evaluation to ensure that the talents develop as planned. A thorough evaluation is conducted every three years to assess the effectiveness of the talent deployment strategy and make any necessary adjustments. This includes analyzing performance, job satisfaction, and achievement of the company's strategic targets.

Effectiveness of The Talent Mapping Process on Employee Performance

According to Nelson *et al.* (2023), actively implementing talent mapping in the company will be very beneficial for the company, especially in terms of knowing the potential of employees. With talent mapping, companies become more effective in recruiting. In addition, companies can also conduct training for employees who have been categorized based on their abilities and potential and performance, so that the quality of employees in the company also increases. Talent mapping has a significant relationship with employee performance because it identifies potential, understands individual weaknesses and strengths, and provides guidance for career development. There are several factors that explain why talent mapping affects employee performance in the Company:

1. Recognizing the potential of employees

    By recognizing the potential of individuals and placing them in the appropriate roles, the company can provide the right training to improve the necessary skills. This allows employees to develop optimally and improve their performance at work. Since the company is engaged in technology, it is also able to map the potential of developers well so that all existing work can be completed properly. Developers need proper training because technology is constantly evolving. The potential of developers needs to be developed carefully to support the development of technology in the Company as well.

2. Appropriate career development

   The company can plan development programs that suit individual needs by using talent mapping, so that employees in the company can feel valued and have the opportunity to grow.

3. Strong team development

   Proper placement and synergy between employees can result in more effective collaboration to complete tasks and achieve company goals. Strong developers are also needed in the company. Technology continues to grow and develop so understanding the technology is required by mapping employees who need training and the training can be provided.

4. Employee satisfaction and Retention

   Employees who have been placed in positions that match their talents will tend to be more satisfied with their jobs. They feel valued and there are opportunities for growth, hence increasing employee retention.

Therefore, talent mapping in companies is not only an evaluation tool, but also a strategy to build a work environment that motivates, supports growth, and optimizes employee potential. Companies can stimulate individual and team performance, and create a solid foundation for long-term growth and success by placing employees in appropriate roles and talents. The talent mapping process is one of the important strategies in human resource management that serves to identify, develop, and utilize employee talents. At PT Sinergi Visi Utama, the talent mapping process implemented has proven to have a positive impact on employee performance. Overall, the effective implementation of talent mapping at PT Sinergi Visi Utama has a significant impact on organizational performance. By placing the right employees in the right positions, providing continuous development, and maintaining talent retention, the company can improve operational efficiency and overall employee productivity. Employees who feel valued and supported by the company will be more motivated to give their best, which in turn will have a positive impact on achieving the company's strategic goals.

CONCLUSION

Talent mapping at PT Sinergi Visi Utama currently lacks structure and formality. Currently, the company only implements employee development through formal education such as sending employees Master's Degree and Doctoral Degree levels without a more in-depth overall strategy. Based on the research results, the talent mapping process at PT Sinergi Visi Utama has been effective in improving employee performance. The identification and development of talents, as well as the provision of further education, has had a positive impact on motivation, innovation, and overall performance. In addition, the retention strategies implemented also help maintain employee loyalty and reduce turnover rates. With the right employee placement, PT Sinergi Visi Utama is able to increase productivity and achieve its strategic goals.

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