Research Paper

How To Retent Important Managerial Talents Toward Company Succession Plan: Fact From Systematic Training System On Talent Management Based In Multi Branches Manufacture

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Abstract

In various literatures, it is stated that HR training and development has a positive influence on the condition of HR in a company. This study aims to analyze and find a formula for the supervisor-level HR training and development system in the talent management-based position succession process at PT. Centralsari Primasentosa (Cleo). In the existing literature, there is very little discussion regarding the HR training and development system within the scope of talent management-based job succession. The research method used in this research is a qualitative method with a descriptive approach. Using this method, the author conducted a field study in the form of in-depth interviews with Cleo's HR Manager and a number of managers who have successfully gone through all stages of the succession process, namely in the form of training and development. The research results show that the supervisor level HR training system as talent at Cleo is different depending on the category of each talent in the talent pool. The training focus for the 4 talent categories is arranged based on a gap table with reference to the talent pool where there are aspects of performance and potential that are integrated from corporate values so that supervisors do not receive the same training focus depending on their position in which category. Exclusively, the company focuses on face-to-face training for future star and ready talent categories, while for moderate talent and not ready talent through online methods. The research results also show that the method of developing talent apart from the training method is in the form of CMC (Connecting Mobile Cleo) and Representative, where the two programs are applied the same for all talent categories both future star, talent ready, talent moderate, and talent not ready.

Keywords: *Development; Training; Succession; Talent Management*

INTRODUCTION

Recruitment and selection planning must be carried out with due regard to labor sources, both internal and external to the company. Internal labor sources are considered to make the company's recruitment and selection system more efficient because internal recruitment and selection is a system with relatively low cost. The company will also know exactly the highly skilled workers and their qualifications to fill the vacant positions. (Mondy R.W., 2016).

At Cleo, a position that is considered key and important in the succession process is a supervisor level position, where supervisors, according to the career path map will become prospective assistant managers and even managers. Supervisor level positions are considered key positions because this company has 148 branches throughout Indonesia, where these supervisors are expected to become future branch leaders when the current branch heads will retire, pass away, or resign so that the company does not need to recruit new HR. Outside the company. The following is a table of the condition of human resources at the supervisor level before there was talent management.

The current mechanism at Cleo to prevent supervisors as company talent from remaining in the company towards the succession process is to provide development programs both through training and non-training. The HR Manager, with the approval of the company's leadership, also applies certain appreciation and compensation to supervisors who have good performance and potential and are considered as Star category talents. This form of appreciation includes various

compensations for having attended the specified training process and development program. The mapping of supervisors as company talent can be described as follows:

The nine grade-based talent pool that is implemented groups supervisors into several categories, where to determine these categories, the HR Manager looks at two aspects, namely on the X axis is performance while the Y axis is potential. Supervisors are put in 9 boxes, and each box is assigned a special category as shown in the picture above. The talent pool for supervisors is a top priority to pay attention to because in this company, supervisors play an important role because they have to coordinate sales and marketing in 148 branches throughout Indonesia. Cleo's HR Manager with cross-management coordination has a strategy on how to develop talent in each category (Box) so that they have the expected performance. This is relevant because HR performance is strongly influenced by training and development activities, according to a study from Genot Agung Busono (2016) explaining that employee training and development systems affect employee performance. Therefore, companies should pay more attention to employee training and development systems in order to provide better performance.

In practice, training and development must consider a number of aspects so that the process is effective for the company. In a previous study by Danny Albert Tilon (2013) the methods used proved to be effective, such as the process of training prospective employees using in-class learning methods and on-the-job training, while in the employee development process, the method used by A&W was the job rotation method, preparation for substitute and also reuse training methods (on-the-job training). While the results of a study by R. Ati Haryati (2019) show that the effectiveness of talent training and development must have a series of procedures, there are a series of procedures starting from determining participant criteria, determining needs, choosing methods, making decisions, and making evaluations of training implementation and employee performance that are collaborated in Kirkpatrick Evaluation Model.

Existing studies as stated in the explanation above, took a macro dimension where training was focused on HR in general. While this study has a different study where it will be discussed in detail how the supervisor development system as company talent in each category is in the talent pool. In principle, Cleo has her own strategy for developing talent in each category in the nine grade-based talent pool, which they apply both through training and non-training.

In this regard, this study is a new comprehensive study which will discuss a lot about the training system with a comprehensive analysis referring to the ADDIE Model and appropriate development programs implemented at Cleo. Through this analysis, it is expected to be able to identify differences in the training and development system for each talent category in the talent pool (nine grade).

The results of this study will provide a more detailed contribution to the succession system from the point of view of implementing talent development in each category in the talent pool (nine grade) as well as how non-training development programs are implemented to ensure that talent, especially the Star category, remains with the company before the succession process occurs. Based on the above, for this reason the author takes the topic of the Talent Development System at the Supervisor level in the Internal Selection-based Position Succession process at PT. Centralsari Primasentosa (Cleo).

LITERATURE REVIEW
Position Succession

According to Julius, (2019) succession planning is a process by which organizations ensure that employees are recruited and developed to fill key roles within the organization. With the succession planning process, recruiting excellent employees, developing their knowledge, skills, and abilities, and preparing them for advancement or promotion to more challenging roles becomes

achievable. Succession planning involves senior executives periodically reviewing their top executives and those at the next lower level to determine some reserves for each senior position. This is important because it often takes years to develop effective senior managers. There is a critical shortage in the company for mid and top level leaders. Organizations need to create a pool of candidates with high leadership potential.

Talent Management

According to Lewis, R.E., & Heckman (2006) explained that talent is a unification from a strategic and sharp point of view, competence to become a leader, aspects of emotional maturity, effective communication skills, the ability to persuade and become a role model for other talented employees, as well as entrepreneurial instincts, technical skills, and the ability to produce something (output).

Kock and Burke (2008) describe talent as an individual who is in a position or is needed to fill key strategic and strategic positions and individuals who are considered to have the potential to become a leader in an organization. While Fard (2013) defines talent as a meeting point of knowledge, cognitive abilities, skills to do something, and the potential of a member of the organization, and is a combination of high performance and high abilities.

HR Training & Development

According to Khurotin and Afrianty (2018), training is a short-term educational process utilizing systematic and organized procedures, in which non-managerial personnel learn skills and technical knowledge for specific purposes. Training is part of education concerning the learning process to acquire and improve skills outside the prevailing education system, in a relatively short time and with methods that prioritize practice over theory. Furthermore, there are several definitions of training by experts, according to Bernadian in Cardoso (1999), in (Sunyoto, 2015) explaining training is an activity to improve one's achievements, abilities, and skills in carrying out their work duties better and optimally, so as to get better results. satisfying. According to Benty (2017) in (Yuliana, Haryadi and Anggraeni, 2019) training is an action taken to make improvements both in terms of knowledge, as well as the level of a person's ability to carry out his work. Meanwhile, according to (Masud, 1995) Training or training is a systematic process of changing the behavior of employees in a direction to increase the knowledge and skills of an employee or workforce in carrying out certain tasks or jobs.

ADDIE Model in HR Training and Development Systems

ADDIE stands for Analyze, Design, Develop, Implement, and Evaluate. ADDIE is a product development concept. The ADDIE concept is being applied to many organizations to build performance-based learning. The factor that makes the ADDIE model applied is that the desired learning must be student-centered, innovative, authentic, and inspiring. The concept of systematic product development has existed since the formation of social communities. Creating products using the ADDIE process remains one of the most effective tool processes. Since ADDIE is simply a process that serves as a guiding framework for complex situations, it is especially appropriate for developing educational products and other learning resources (Branch, 2009).

RESEARCH METHOD

The research approach used in this research is descriptive qualitative because this research produces conclusions in the form of data that describes in detail, not data in the form of numbers. The author determines the key informants in this study are as follows, Andina Perwitasari, Head of HR - IR Consultant Cleo. As HR Manager, he is the main party in preparing the talent management

system as well as planning, designing, developing, implementing, and evaluating the training and development of supervisors as company talent who will later become successors in the position succession system. Mrs. Fanantika and Mr. Firman, have participated in a series of development processes as potential successors, both through training and programs other than training.

The location of the research conducted by the author in this study was PT. Sentralsari Prima Sentosa Jl. Raya A Yani no 41-43, Central Square Complex Block C2 Gedangan, Sidoarjo. Data collection techniques using observation, interviews, and documentation methods. Data processing techniques use data reduction, data display, and Conclusive Drawing/Verification.

FINDINGS AND DISCUSSION
The talent management system is an important part of the succession process

Discussing talent management means seeing how talent is an individual who is currently in a position or is needed to fill key and strategic positions and individuals who are considered to have the potential to become a leader in an organization. To discuss talent management as a basis for viewing the training and development process later, the authors conducted interviews with key informants.

Talent development system in each Nine Box category

This theme is also very important to understand in more depth because it will form the basis of the talent training and development process in addition to training methods to answer the objectives of this research. Every company certainly has certain goals and standards where every HR within its scope must also be oriented towards this. According to the key informant, the talent development system at Cleo in the end must be in accordance with the company's values (corporate values).

Training System for Each Talent Category

In this section, the theme of interviews with key informants and informants is related to the following matters. Training System Interview Themes:
   a. Analysis of company talent training needs at Supervisor level.
   b. Designing Supervisor level corporate talent training programs.
   c. Develop company talent training program at Supervisor level.
   d. Carry out company talent training programs at the Supervisor level.
   e. Evaluation of Supervisor level company talent training program

Analysis of company talent training needs at Supervisor level

Starting with this theme, the author tries to describe in detail how to plan a Supervisor training and development program as a company talent so that they are ready to become potential successors according to company regulations. We know this training and development needs analysis as Training Needs Analysis or TNA. Making TNA for general employees is different from TNA for HR, who are in the general category (not talent).

Develop company talent training program at Supervisor level

As a continuation of the previous section, in this section, the author intends to describe training methods and instruments for corporate talent. For training methods, as we know, there are several options including: offline (on the spot/face to face), online (through media/distance learning), and hybrid (can be offline or online simultaneously). The following is also the use of training media that is adapted to the needs and objectives of the training.

Evaluation of Supervisor level company talent training program

In this section, the author intends to describe how Cleo evaluates the implementation of supervisor training in order to determine the effectiveness of the training that has been carried out. Evaluation is the last stage of the ADDIE model series, where the stage is known as the conformity audit between implementation and the training plan and its objectives.

Regarding training evaluation, Cleo did not carry out a complex evaluation, and only looked at the results of the training within a certain period, as explained by the key informant as follows:

The relationship between talent development and the realization of position succession

This is the final part of the presentation of the analysis of research results through the main source or key informant. In this section, the author intends to explain how the Supervisor training and development program can have a positive impact on the succession plan. For that in this section, the aspects that the author explores are as follows:

a. Number of supervisors who have been promoted after going through training and development programs.
b. Corrective actions so that the talent management-based training and development program is more in line with the position succession plan.

CONCLUSIONS

Whereas the supervisor level corporate HR training system in the talent management-based position succession process at PT. Sentralsari Primasentosa (Cleo) is grouped into 4 talent categories, referring to the talent pool that has been created by taking into account performance (Y axis) and potential (x axis). Talents in the future star category or main successor candidates who are in the box 9 talent pool are considered to have no gaps but still receive training in the form of soul strengthening and customer management. The talent in the talent ready category in boxes 6 and 8 has training variations, although both are considered talent ready, where talent box six is focused on distribution management and soul strengthening, while the talent in box 8 is more on customer management and agility. Moderate talents in box 5 need attention on distribution and agility management aspects, while not ready talents in boxes 7, 4, 3, 2, and 1 also receive training focus according to their respective gaps. All talent categories receive the same portion of training, namely 4 hours in 1 month online (for future star talent) and online via Zoom (for moderate talent and not ready talent), which are delivered by company owners and operational directors using the lecture method. While the evaluation of training results is applied equally to all talent categories by only looking at changes in performance every 1 month and potential once every six months.

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