

# Creating A Superior Talent Development Model To Prepare Future Leaders In The Era Of Change

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**Abstract:** Talent management is the solution to boosting companies' competitiveness and value creation. This has motivated leaders in all organizations to find, hire, develop, and retain existing potential as a result of the various benefits provided by these workers. Therefore, this research was conducted to formulate a talent management development model using the Interpretative Structural Modeling (ISM) method. The results showed that the sectors of society affected by the program are superior talents and emphasized the need to improve their leadership potential. Meanwhile, the main obstacle was the leader's awareness of the importance of improving such employees, while the possible changes involved accelerating their readiness. The aim of the program was to enhance the availability of superior talents to become future leaders, while the benchmark for assessing the achievement of this goal was their success ratio in strategic positions. Furthermore, the activity needed was the development of soft competency standards. The results were evaluated using the level of implementation of the BPJS Ketenagakerjaan (Employment Social Security) program.

**Keywords:** BPJSTK, Interpretative Structural Modeling (ISM), talent management, development strategy, superior talent

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## INTRODUCTION

The dynamics of the global business sector enable competition, innovation, and creativity in determining a company's competitive sustainability. Due to the progressive replacement of human employees by robots, only selected human resources can enter and work in the corporate world. The rapid development of technology urges companies to seek competent human resources, qualified skill sets, and good attitudes. Hence, talent management is one of the answers to increase companies' competitiveness and create positive value for all parties involved. The benefits acquired result in the need for leaders in all organizations to work hard at finding, hiring, developing, and retaining existing talent.

Tansley et al. (2007) revealed that talent management consists of individuals who can impact the performance of an organization through direct contributions or projects supported by demonstrating a high involvement potential. It can combine different perspectives, referring to basic characteristics, such as ability, capacity, capability, commitment, competence, contribution, experience, challenges, constraints, knowledge, performance, potential, mindset, feeling or behavior, and skills to attain high performance and productivity, thereby achieving organizational goals and surmounting future challenges. The goal is to improve employee productivity and performance by ensuring appropriateness between the workers and the jobs.

In the business world, the role of a leader is very important in determining the potential of employees and achieving performance. Leaders should strengthen, enable, and integrate every existing potential with the company's core values, norms, and beliefs to achieve optimal results and goals. They should promote talent management and support related development programs, as well as focus on teamwork and

choose teamwork-oriented employees. By combining all potentials and recognizing talent as a concept of high potential resources, including capabilities and capacity, management may optimally achieve organizational goals. This will lead to increased promotions at all levels of the organization, specifically the top officials, thereby enhancing employee performance and productivity and allowing career growth.

In addition, identifying critical potential and competency aspects according to the profile and job standards as a reference for assessment for future organizations is very important. This is due to the promotion of organizations to identify potentials that align with the business and will be the focus for achieving the best performance. The process requires the participation and commitment of the highest leadership to implement the best program. Also, assessing the competence, results, performance of talents is very important. The combination of potential and performance is necessary for measuring and processing results to increase competitiveness and map the needs of key positions in an organization.

Follow-up on the gap between job standards with individual achievement and utilization is stated in the talent development plan. Also, steps to optimize the review results from the preparation of the talent pool, as well as performance measurement, are part of the human resource evaluation and monitoring to continuously perform the development process.

Structured and planned talent development is part of this process, which begins with ascertaining the sources of effective management and determining the ensuing response of the concerned individuals. This also constitutes actions in the initial observation and identification of their perceptions and attitudes towards the right sources of talent development, which will become future policies for

organizations in the era of change. Based on the background and problem formulation, this research was conducted to design the right model for developing superior talents, and the purpose was to formulate a suitable adoption model.

## LITERATURE REVIEW

The theoretical concept of talent management is based on the Resource-Based View (RBV) theory, which states that organizations can gain a competitive advantage by utilizing scarce and inimitable resources, thereby motivating the focus of practitioners and scholars on related programs (Selman, 2016). The social capital ignored by RBV is highlighted by talent management. Hence, Tatoglu et al. (2015) proposed the use of a different institutional perspective to reveal the motives of the management process because the theory considers society as an economic asset as well as a neglected "social capital."

Michaels et al. (2001) defined talent as "the sum of one's abilities, skills, knowledge, experience, intelligence, judgment, attitudes, traits, and natural drives." This signifies that management and reviews are the keys to effective succession due to their provision of answers to questions about the optimal functions of individuals' potentials.

Generally, talent management plays an important role in human resource development, as it is the process of managing the staff in an organization to achieve superior performance. Collings and Mellahi (2009) added an emerging perspective by broadening the definition of talent with a strategic perspective that includes the identification of key positions, which may be substantial and capable of demonstrating competitive advantage.

In the management process, the role of leaders is very important. They are meant to strengthen and enable the total integration into the company's core values, as well as employees' norms and

beliefs. This can be implemented optimally by creating a culture to support executed talent management programs through a focus on teamwork and selecting team-oriented employees. Also, it should be considered a goal of the organization and promoted at all levels, specifically by the top officials. This will increase employees' performance and productivity as well as offer opportunities for career growth. All levels of managers should play a special role such programs due to the importance of having highly consistent human resources. They should contribute to identifying various groups of people with talent through regular interactions with the workforce. Furthermore, managers can consult with the top management of an organization to identify the right path for these employees for the company's future benefit.

## METHOD

This research focused on creating a conceptual model for developing talented human resources to prepare them for future leadership positions. Due to this era of change in social security, public legal entities, organizational justice, and employee engagement should be promoted to achieve optimal performance. A talent development system is necessary to accelerate the response of organizations to various challenges.

Meanwhile, the location was BPJS Ketenagakerjaan (Employment Social Security) Headquarters at Plaza BPJAMSOSTEK 27th floor Setiabudi Utara Raya Street, RT.5/RW 1, Kuningan, Karet Kuningan, Setiabudi District, South Jakarta, Jakarta 12940, Indonesia. This process was conducted from May to December 2021 and related to the situational analysis performed between December 2020 and January 2021. The situational analysis also entailed mapping opinions, ideas, and practical input from experts and practitioners regarding policy implementation and talent development.

This research used primary and secondary data sources obtained directly from respondents through in-depth interviews with several experts, such as the Supervisory Board, Board of Directors, Deputy Director at the General Directorate, and the Director of Strategic Planning. Officials from the Ministries of Manpower and Finance, alongside the National Social Security Council (DJSN), the National Employers' Association (APINDO), academics, and Manpower practitioners were also included. Conversely, secondary data were obtained from BPJS Ketenagakerjaan archives, related internal HR data, as well as relevant and credible journals, books, and internet information.

The Interpretative Structural Modeling (ISM) method, which was developed for strategic policy planning, was employed to determine the form of programs, constraints, and institutions involved in the shipping industry. The implementation involved a discussion or brainstorming with experts to gather ideas from people who understood the ISM concept and the problems experienced in developing the shipping industry and possessed expertise in the industrial sector. Based on the discussion on the industrial development strategy, several ideas or variables that could be processed using ISM were obtained. These elements were broken down into several sub-elements, and their contextual relationships were defined to enable pairwise comparisons.

The value  $e_{ij} = 1$  denotes the presence of a contextual relationship between the  $i$ -th element and the  $j$ -th element, while  $e_{ij} = 0$  signifies the absence. Subsequently, the results were converted into a Structural Self Interaction Matrix in the form of a Reachability Matrix (RM) table by replacing V, A, X, and O with numbers 1 and 0. The RM matrix was then converted into a closed matrix that met the transitivity rules, followed by processing to obtain the Driver-Power (DP) and Dependence (D) values to

determine the sub-element classification. According to Eriyatno (2003), the role of each sub-element is grouped into four sectors. They are Sector 1 Weak driver-these are weak dependent variables (Autonomous) comprising sub-elements that are unrelated to the system and may have a slight or strong relationship. Sector 2 Weak driver –contains strongly dependent variables (Dependent) with sub-elements that are dependent or influenced by others. Sector 3 Strong driver possesses strongly dependent variables (Linkage) with sub-elements that should be studied carefully due to an unstable relationship. Every action on these sub-elements will impact other variables, which will be increased by their feedback. Sector 4 Strong driver consists of weak dependent variables (Independent), where the sub-elements are independent and strong.

## RESULTS AND DISCUSSION

Talent management is a future reality that can transform people to become fit for a business, where persons with potential are the main players through digital transformation to promote swift responses to future organizational needs. Consequently, Collings and Mallahi (2009) developed a theoretical model that includes integrated and interrelated processes and highlights the need for a systemic view to ensure an impact on many organizational processes. It supports the holistic approach, which comprises attracting, identifying, recruiting, developing, motivating, promoting, and retaining potential and talented people to exert a major contribution to achieving organizational success and competitive advantage.

Meanwhile, the ISM analysis was performed through expert justification involving 16 persons. FGDs were conducted on Saturday, September 4, 2021, from 09 to 15.00 WIT, where each expert filled out a questionnaire, which was processed using the ISM System Software. The results of the data processing were assessed in another FGD on Sunday 7, November 2021 at

19.00 – 22.00 WIB to confirm the results and face validity involving 14 experts from the original 16. As shown below, the findings obtained agreed with the ability of the structural model to develop and prepare superior talents for future leadership positions:

### 1. The community sector (participants) affected by the superior talent development program

The participants affected by the development program were separated into 5 sub-elements. Figure 1 shows that the sub-element of superior talents or prospective leaders with the highest influence was in sector IV (independent). Also, the talents directly influenced BPJS Ketenagakerjaan

management (leader), which had the second-highest effect.

Generally, **employees are considered talents who work for a company**. The performance of an organization depends on **these superior talents (prospective leaders)**, denoting that these individuals are the key factors in the superior talent development program. Furthermore, BPJS Ketenagakerjaan Management has an important role and greatly determines the implementation of the program. It is the second key factor in sector III and functions as a sub-element with a major impact on other sub-elements. The hierarchical structural model of the affected community sector (participants) can be seen in Figure 1.

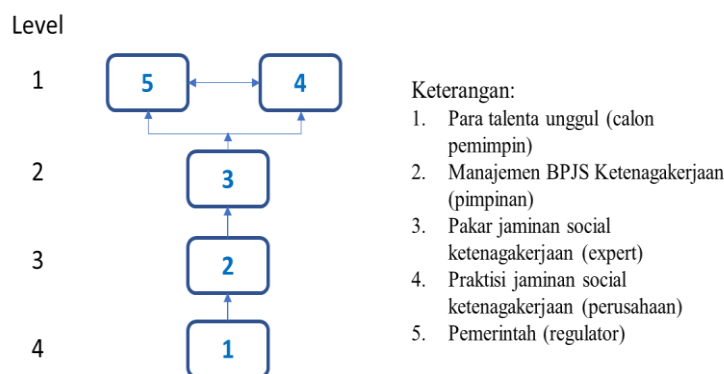


Figure 1. A hierarchical structure of affected community sector elements (participants)

### 2. The need for superior talent development programs

The superior talent development program consisted of 8 sub-elements regarding the aspect of need. According to the matrix analysis results in Figure 2, the most influential sub-element with the highest level of dependence was **the superior talent potential, which was in sector IV (independent)**. Talents which improve their potential to superior levels are the main requirements of the

development program. The main factor associated with talent is the display of high potential or performance by individuals, who are subsequently sought, recruited, and rewarded differently according to their level of performance, regardless of their specific role in the organization.

Talent development to superior levels was the second driving force, with a direct influence on the commitment of BPJS Ketenagakerjaan management model and the government, both of which are integrated (linkage).

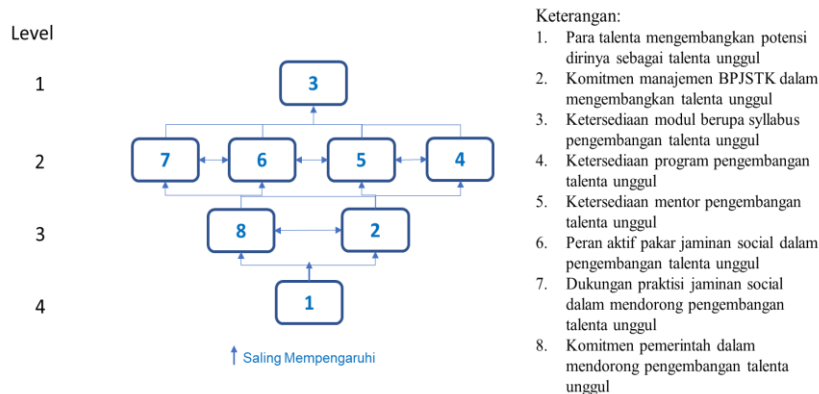


Figure 2. Hierarchical structure of the program requirements

### 3. The main obstacles to the superior talent development program

The main obstacles to the program were represented by 5 sub-elements. Figure 3 shows a hierarchical structure of the major constraining elements, where the key factor was the awareness of BPJS Ketenagakerjaan leaders regarding the importance of developing superior talent. This significant role is due to the leader's position at the top management level and as the highest authority in an organization with direct responsibility, thereby highlighting the importance of their awareness in development activities. These sub-elements directly affect the absence of a talent pool

system, which had the second driving power.

Although management officials should have a system to ensure proper functioning of talent development, the research results obtained that program constraints, namely the absence of a talent pool system, as the second-highest influence. A pool is needed to prepare a talent dashboard and enhance the effectiveness of management development sources. This will produce more motivated and enthusiastic employees and lead to the achievement of optimal results. In addition, transparent, open, and fair careers will be attained because the employees believe that the organization provides opportunities to grow and occupy key positions.

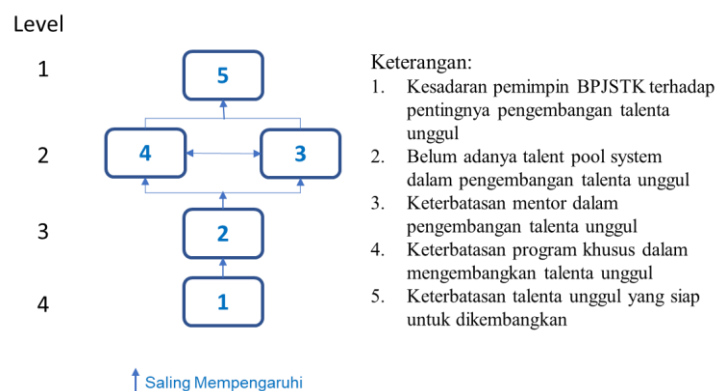


Figure 3. Hierarchical model structure of the main constraint elements in the program

### 4. Possible changes to the superior talent development program.

The possible changes to the program consisted of 6 sub-elements. As shown

in Figure 4, the main factor that may propagate a change is the acceleration of the readiness of superior talent. The existence of a development program to prepare future leaders in the era of change expects the potential occurrence of this key factor. This is because such rapid growth is currently not followed by persons that will eagerly respond to any future organizational challenges. Therefore, the program is expected to accelerate talent readiness, including skills, leadership abilities, and knowledge, in handling complex

business processes. This sub-element has a direct impact on improving the quality of the development program and providing assistance, both of which are integrated (linkage).

Meanwhile, their readiness highlights the efficient functioning and improved quality of the program. The second key factor in the element of possible change is improving the quality of the integrated superior talent development program (linkage) by providing mentoring for such workers.

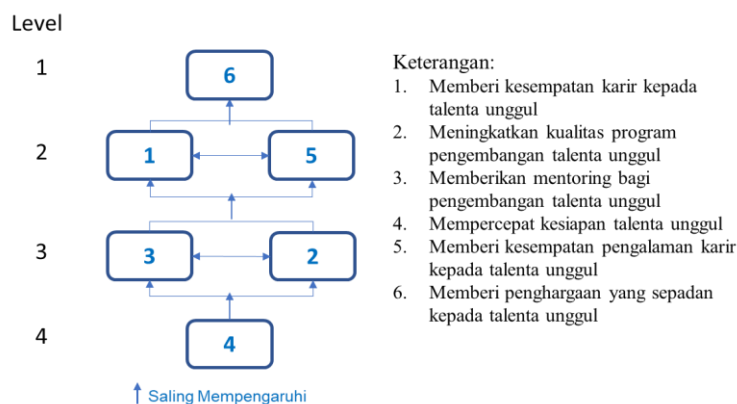


Figure 4. Hierarchical structure of possible change elements

### 5. The purpose of the superior talent development program

The objective element of the program comprised 5 sub-elements. Based on the distribution matrix of the results in Figure 5, the availability of superior

talent to become future leaders was the main key factor/the largest driving force of the program objectives, as it was in sector IV (independent). It also directly increased the leadership competence of superior talent, which was the second driving force.

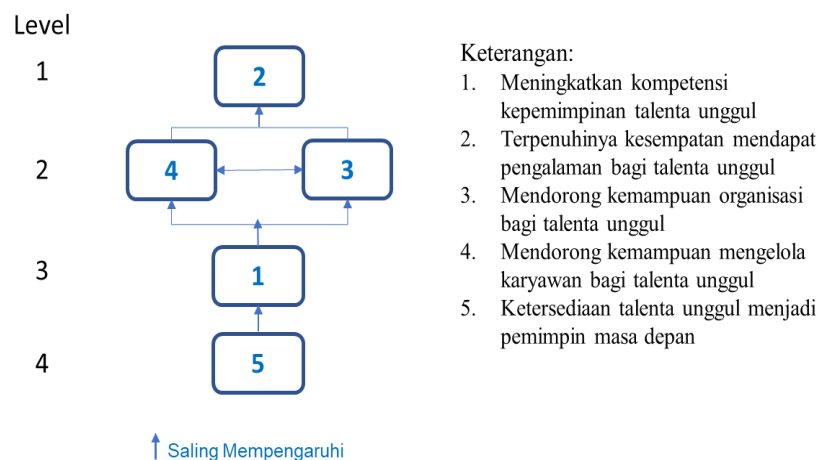


Figure 5. Hierarchical structure of the objective elements of the program

## 6. The benchmark for assessing each goal

As shown in Figure 6, the benchmark element with the highest influence for assessing each goal of the program was the ratio of successful superior talents occupying strategic positions, which

was in sector IV (independent). This sub-element directly affected the ratio of available talent to company positions and their productivity ratio in promoting organizational performance, both of which were integrated and exerted the second highest influence.



Figure 6. Hierarchical structure of the benchmark elements for assessing each program objective

## 7. Activities needed to plan actions that affect the program

Figure 7 shows that the preparation of soft competencies was in sector IV

(independent), meaning it had the largest influence of all the activities needed to plan actions that affect the program. This sub-element directly impacted the preparation of leadership program standards, which was the second driving factor.

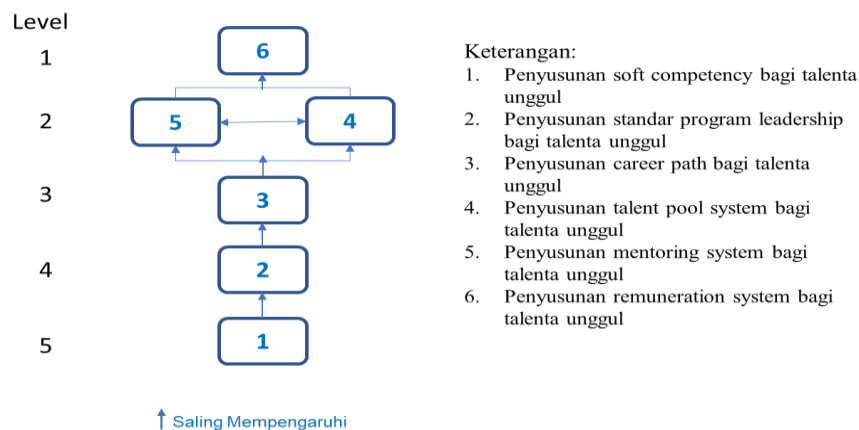


Figure 7. Hierarchical structure of the benchmark elements for assessing each program objective

## 8. Measures to evaluate the results achieved by each superior talent development program activity

According to Figure 8, the level of implementation was in sector IV (independent) and had the highest effect as a measure to evaluate the results achieved by each program activity. This factor also directly affects the level of retention or maintenance of superior talent, which was the second driver power.





Figure 8. Hierarchical structure of procedures to evaluate the results achieved by each program activity

### 9. Institutions involved in implementing the program

Figure 9 shows that BPJS Ketenagakerjaan was in sector IV (independent), denoting this model as the institution with the largest driving power. The key factor in preparing superior talents and their success was highly dependent on BPJS

Ketenagakerjaan, specifically the leadership. This is because leaders are at the top management level and have the highest authority in an organization, leading to their important role in developing superior talent. Furthermore, the institution directly influenced the Ministries of Manpower and Finance in Indonesia, as well as the National Social Security Council (DJSN), which were integrated and formed the second driver of power.

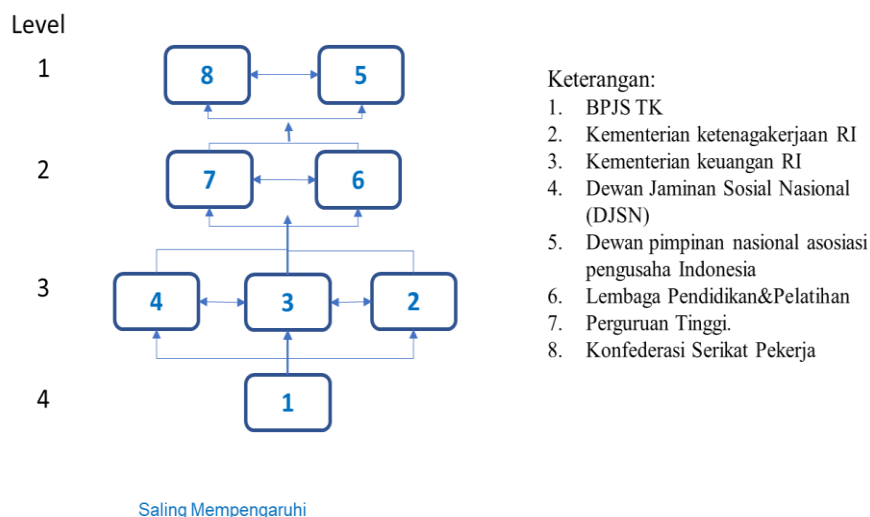


Figure 9 Hierarchical structure of institutional elements involved in the program implementation

Table 1 Matrix of ISM method synthesis results

### ISM Engineering

Element	Sub Element Key/ Independent	Sub Element Linkage	Affected Dependent Sub-Elements and Autonomous Sub- Elements
<b>Affected stakeholders</b>	Main: 1. Superior talents (potential leaders) 2. BPJS Ketenagakerjaan Management (leader)	3. Employment social security expert	4. Employment social security practitioner (company) 5. Government (regulator)
<b>Development program needs</b>	1. Talents develop their potential as superior talents 2. The commitment of BPJS Ketenagakerjaan Management to developing superior talents 8. The government's commitment to encouraging their development	4. Availability of superior talent development programs 5. Availability of superior talent development mentors 1. The active role of social security experts 2. The support of social security practitioners in encouraging the development of superior talents	1. Availability of a superior talent development syllabus or module
<b>The main obstacle to the development program</b>	1. BPJS Ketenagakerjaan Management leaders' awareness of the importance of developing superior talent 2. The lack of a talent pool system	3. The limitations of mentors in developing superior talent 4. The limitations of special programs	5. Limitations of superior talent who are ready to be developed
<b>Possible changes in the program</b>	4. Accelerating the readiness of superior talent	2. Improving the quality of superior talent development programs 3. Providing mentoring	1. Providing career opportunities for superior talents 4. Accelerating their readiness 6. Rewarding superior talent
<b>Development program objectives</b>	5. Availability of superior talent to become future leaders 1. Improving the leadership competence of superior talents	3. Encouraging organizational capability for superior talent 4. Encouraging the ability to manage employees for superior talents	2. Obtaining experience for superior talent
<b>Benchmarks</b>	7. The success ratio of	3. The ratio of	5. Even distribution

ISM Engineering			
Element	Sub Element Key/ Independent	Sub Element Linkage	Affected Dependent Sub-Elements and Autonomous Sub- Elements
<b>for assessing each program goal</b>	superior talents occupying strategic positions 4. The ratio of the availability of superior talent to the available positions 6. The motivation of organizational performance by the productivity ratio of superior talent	mentors to superior talents is fulfilled appropriately with the standards	ratio across the region 1. The program- participation ratio is fulfilled appropriately with standards 2. The number of superior talent graduates meets standard competencies
<b>Required activities</b>	1. Preparation of soft competency standards 2. Preparation of leadership program standards for superior talents	3. Preparation of career paths for superior talents 4. Preparation of a talent pool system 5. Preparation of a mentoring system	6. Preparation of remuneration system for superior talents
<b>Measures to evaluate the results achieved by each activity</b>	1. The implementation level of the superior talent development program 2. Retention or maintenance rate The availability level or fulfillment	4. Performance achievement indicators (ICK) for superior talents 5. Productivity index (PI)	6. Turn over-index (TOI) for superior talents
<b>Institutions involved in program implementation</b>	1. BPJS Ketenagakerjaan Management	2. The Indonesian Ministry of Manpower 3. The Indonesian Ministry of Finance 4. National Social Security Council (DJSN)	5. National leadership board of the Indonesian entrepreneur association 6. Education & Training Institutions 7. College 8. Confederation of Trade Unions

The description and implications of the key sub-elements in the superior talent development model to prepare future leaders are elaborated below:

- **Stakeholder elements affected: superior talents (prospective leaders)**

The sub-element of becoming prospective leaders was the power driver of the affected stakeholder elements.

Talent management is a future reality, which is capable of transforming the skilled employees in an organization to fit the business platform. This type of workers are the main players that promote swift adaptation according to future needs in an organization undergoing digital transformation.

The survey report by PwC 2020 mentioned the limitation of talent management and relevant competencies as the biggest threat to future business sustainability. Deloitte (2019) also stated that only 6% of CEOs believe their company moves employees from one role to another, while 20% consider this activity one of the top three most pressing issues in a company. Conversely, only 37% of companies understand their competency gap (Forbes, 2019).

- **Elements of Development Program Needs: The development of talents' potential to a superior level**

The improvement of potentials to enable their assumption of superior levels was the driving force of the development's program needs. According to Mulligan and Taylor (2019), several variables affect talent development, including the opportunity to develop, the possession of a career, experience, insight, placement, leadership, and training programs.

Glenn (2012) explained that talent is a combination of sharp strategic thinking, leadership competencies, emotional maturity, and communication skills. It is the ability to attract and inspire other talented employees, alongside entrepreneurial instincts, technical capabilities, and deliver results (output).

- **Elements of the main obstacle to the program: Awareness of BPJS Ketenagakerjaan Management leaders on the importance of developing superior talent**

The awareness of BPJS Ketenagakerjaan Management leaders concerning the importance of developing superior talent had the highest effect of all the program's main constraining elements. A leader possesses several important roles in talent management, including strengthening and ensuring the full integration of these employees into the company's core values, norms, and employee beliefs. The function also entails creating a talent management culture to support the program.

Mulligan and Taylor (2019) stated that a leader should be able to establish good relationships with his subordinates and ensure that human capital management has an effective rotation and transfer program. This is due to the subsequent effect on the interest of talents to continue working in the organization.

- **Elements of Possible Change in the program: Accelerating the readiness of superior talents**

The acceleration of superior talents' readiness was the power driver of possible changes to the program. Human resource development, specifically talent management, highlights the uniqueness and distinctive abilities of each employee. Also, many believe that the development of the right potential will automatically encourage the company's competitive readiness. This is because the general development approach cannot adequately demonstrate the results and strategies of dedicated talent management.

- **Elements Development program objectives: Availability of superior talent to become future leaders**

The availability to become future leaders was the objective element power driver of the superior talent development program. According to Pella and Inayati (2011), the purpose of talent management was to ensure the availability of a supply of talent and an

alignment between employees and jobs at the right time based on the strategic goals of the organization. The survey conducted by Deloitte (2019) also stated that the limited availability of talent from within a company is a very common and crucial problem.

- **Benchmark elements to assess each program objective: The success ratio of superior talents occupying strategic positions**

The success ratio of superior talents occupying strategic positions was the power driver of the benchmark element to assess each program goal. Employee retention is an important factor that influences success in increasing productivity and company profitability. Poor engagement of talents will hamper the impacts on company performance, leading to an uncomfortable work environment, among other effects. Meanwhile, employee retention is a company process that promotes workers to remain in the organization until a project or work period is complete (Karthi, 2012).

High employee retention is determined by the success of the organization in managing its talents, which will assist in reducing high turnover due to incompatibilities with job tasks. Therefore, employee retention should be maintained by every organization or company.

- **Required Activity Elements: Preparation of soft competency for superior talents**

Soft competency preparation for superior talents had the highest effect of all the required activity elements. Talent management development is directly related to an organization's readiness. Competent, loyal, passionate, and highly motivated employees are important assets and potential leaders in organizations, where they are directed through a process called Talent Management.

Several literacy works refer to talent in different ways, such as individual strengths, talent competencies, high potential, and high performance (Meyers et al., 2013). Therefore, developing soft competencies for performance measurement and creating optimal organizational justice is important. Forbes (2019) stated that only 37% of companies understand and admit to a competency gap, 6% of CEOs believe their organization moves talents from one role to another sufficiently, while 20% consider this process one of the three most pressing issues (Deloitte, 2019).

Meanwhile, Golik and Blanco (2014) explained that talent identification and development contribute to strategically managing talent flows. This signifies that individuals with the required competencies are available when needed and aligned with the right jobs based on organizational goals.

- **Elements Measures to evaluate the results achieved by each activity: The implementation level of the superior talent development program**

The driving factor of the program implementation level was the measures used in evaluating the results achieved by each activity. A company can survive, providing all business processes and systems are functioning effectively and according to the company's goals. Likewise, the synthesized program will be expected to operate optimally, as the evaluation activities have been achieved.

Bersin (2006) stated that talent management is a strong and important trend across human resource management. It is currently changing the way employees are managed, their technology use, resource allocation, as well as the measurement and evaluation of their company functions.

- **Institutional elements involved in the program implementation: BPJS TK**

BPJS Ketenagakerjaan Management was the driving factor of the institutional elements involved in program implementation. The demand for talent readiness is inseparable from policies in talent development, which are influenced by stakeholders, such as the Regulator, the Supervisory Board, Board

of Directors, HR Experts, HR Practitioners, and employees as talents and leaders in public legal entities. These talent development activities are under the recruitment, placement, acquisition, rotation, promotion, career plan, and reward management activities. This is also influenced by organizational factors, including values, culture, and leadership.



Figure 10 Institutional Model

## CONCLUSION

Based on the analysis using ISM, the affected stakeholders to support the development or preparation of future leaders in the era of change are superior talents (prospective leaders). This program requires the development of their potential to superior levels. However, the obstacle faced included the awareness of BPJS Ketenagakerjaan Management leaders concerning the importance of the program as the major constraining element. This should be addressed because of the important roles that leaders play in strengthening and promoting the integration of talent

management into a company's core values, norms, and employee beliefs.

Furthermore, the major possible change was accelerating the readiness of superior talent, while the goal of the program was developing future leaders. This emphasizes that the implementation of talent management is aimed at ensuring the availability of talent supply to reinforce a concurrence between employees and jobs at the right time, based on the strategic objectives of the organization.

The benchmark for assessing each program objective was the success ratio of superior talents to strategic positions, while the activity needed was the preparation of soft competencies. In

addition, the measure to evaluate the results achieved by each activity was the program implementation level. Finally, BPJS Ketenagakerjaan Management was the main institution directly involved in implementing the program.

The findings of this research are expected to provide benefits and extensively impact organizations and society, specifically for optimizing sources for developing superior talent to become leaders in the era of change. The implications are divided into 2 directions, namely:

- a. The internal impacts are expected to ensure a) appropriate and effective policy strategy models, b) acceleration of talent management readiness through an effective, structured, and measurable development system, and c) the availability of superior talents in organizations.
- b. The external impacts should a) promote the formulation of national policies that provide development opportunities for superior talents, b) concern for institutional leaders, companies, as well as profit and non-profit organizations in preparing or grooming superior talents for competition.

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