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PROCEEDING

Academic Community Empowerment through International Journal Publication

(International Conference and Call for Paper, MoU Multi Campus,
OJS Training and Clinic Manuscript for International Journal's Article)

Jakarta, January 13-14, 2017

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International
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PREFACE

Praise being said to Allah Almighty God for all the grace and guidance that has been given to us all, so the Proceeding of the ADRI 2017 International Multidisciplinary Conference and Call for Papers is completed. The proceeding contains a number of articles and research papers from lectures, teachers, students, researchers and/or observers of the development of science and technology.

This seminar is the series of the International Seminar organized by ADRI, the first was held in Lombok, Mataram; the second was held in Surabaya; the third was held in Pontianak. The fourth International Seminar in Jakarta invites four keynote speakers from Japan, Malaysia, Thailand and Singapore. Paper participated in this conference has reached to more than 200 papers.

On this occasion we would like to thanks to our Keynote Speakers:

1. Prof. Dr. Mamoru Yamada (Japan)
2. Prof. Dr. Tharek Abdul Rahman (Malaysia)
3. Prof. Dr. Ir. Gatot Priyowirjanto (SEAMEO Bangkok)
4. Prof. Dr. Andrivo Rusydi (Singapore)

In addition to the international conference, this event also conduct inauguration of ADRI DPD DKI Jakarta-Banten, OJS Training and Clinic Manuscript for International Journal's Publication.

Hopefully, this proceeding may benefited to all of us, for the development of science, technology, arts, culture and sports. In addition, it is also expected to be a reference for the nation and state-building efforts so that science and technology will become a strong pillar in facing challenges in the future.

Sincerely,
Chief Executive

Dr.Ir. Illah Sailah, M.S.
Head ADRI DPD DKI Jakarta Banten

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IMPLEMENTATION EFFECTIVENESS ANALYSIS OF TALENT MANAGEMENT AT TELKOM UNIVERSITY

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Abstract

Creating and maintaining the organization excellence through proactive Talent Management is an essential factor that should be implemented by the management organizations in facing global competition. One of the services industries that count on the quality of Human Resources as an organizational excellence support is the University of Telkom Bandung.

This research is intended to analyze whether the Telkom University, subsequent to the transformation of the organization, has implemented talent management. The results of this study could be an important input for Telkom University to measure their efforts in selecting, developing and retaining employees. The research uses a descriptive analysis to determine the extent of the implementation effectiveness of talent management at the Telkom University.

Keywords: Organizational Excellence, Productivity, Talent Management.

1. Introduction

1.1. Background

The challenge of management today is a talent war, which is a situation when companies compete with each other defeating their competitors in acquiring the best talent that occurs to the highest level. The excellence of solid competitive organization in the long term occurs when an organization is able to produce more talents than are needed. Critical of talent is a sign of an organization does not yet manage the talent factors correctly. Numbers of people, which accompanied by the extreme rarity for a quality leader candidate, signifies the human within the organization is allowed to develop in perfunctory.

This research tried to measure the effectiveness of an organization in implementing the talent management and how the talents are treated in a professional manner, specifically for the key jobs in the Telkom University. Telkom University is a leading private university that has a broad network in the field of education. Telkom University is a merger of several institutions under the Telkom Education Foundation (YPT) agency that is Telkom Institute of Technology, Telkom Institute of Management, Telkom Polytechnic and STISI Telkom. The study programs of Telkom University specialize on the field of "Information and Communications Technologies, Management and Creative Industries" as a response to the demands of rapid ICT industry development. A university that plays a role in the development of science and art Information based on technology, develops and disseminates science, technology, management and art. Meanwhile, the core values of the university are professionalism, recognition of achievement, integrity, mutual, respect and entrepreneurship.

2. Theoretical review

2.1. Talent Management

- a. According to Gaspersz (2013: 113), talent management is the process of human resource management with the three main processes: developing and strengthening new

employees, maintaining and developing existing employees and attract employees who have the competence and the commitment.

- b. According to Avedon in Manopo (2011: 46), talent management is a set of integrated processes and procedures used to attract, maintain, develop and mobilize the talent to achieve the strategic objectives of the organization.
- c. According to Armstrong (2009: 580), talent management is a set of integrated activities and more comprehensive that aims to secure the flow of the talent within the organization and establish the idea that the talent is the primary resource within the organization.

2.2. Characteristics of Talent Management

According to Pella and Inayati (2011):

- a. Having a Development Mindset
Talent management develops the mindset of development.
- b. Implementing the Performance Culture
Talent management has, appreciates and implements a high performance culture as a measure to provide compensation to every person.
- c. Having an Executive Sponsorship
Talent management always has top executives, board of directors, which are the major supporter of the development of employees with high potential that perceived as future leaders.
- d. Implementing Good HR Information System
The presence of infrastructure, investment and accurate information systems to record the position of an employee, position assignment, and where the employee should be transferred in the development of competence.

2.3. Key components of talent management

According to Pella and Inayati (2011:84) covering the key components:

- a. The Process of Recruitment and Selection
The organization identifies technical skills, behavioral competence, commitment, character, who is required for key positions within the organization, and moves to find the humans who have the talent.
- b. The Process of Orientation
The organization designs a program to greet new talent through a formal orientation.
- c. The process of Performance Management
The organization manages the performance consistently at all levels of an organization to maximize the employee contributions and productivities.
- d. The process of Recognition and Retention
The organization recognizes and utilizes the incentives and rewards to appreciate the talent, maintain the motivation of corresponding differences in individual preferences.
- e. The Process of Education and Training
The organization develops employees to improve their skills to meet the current and future business criteria.
- f. The Process of Regeneration development
The organization develops strategic plans, minimizes disruption due to vacant positions, and develops future leaders to meet the gap between supply and demand of talent within the organization.

According to Armstrong (2009: 583), a component in talent management consists of:

- a. The Procurement
Business planning acts as the basis for human resource planning showing the need for the human capital and directing policy of attracting and retaining employees.
- b. Policies and Programs of Attracting and Retaining Employees
Ensuring the organization can obtain and retain the needs of organization talent.
- c. Auditing Talents

It identifies the potential talents, provides the groundwork for career development and planning.

d. Role Design

It is necessary to ensure that each role has responsibility, challenge and autonomy to create engagement and motivation.

e. Learning and Development

Learning and Development ensures that people acquire and improve skills as well as the competencies they need.

f. Succession planning

It ensures that the organization has a required manager to meet business requirements in the future.

g. Career management

It focuses on providing opportunities for people to develop skills and careers in order to ensure the flow of talent.

According to Wahyuningtyas (2014), the main component of talent management process associated with three parts in the talent management systems, namely:

a. Attracting The Talents

Activities ensure that high-performance employees wish to remain joined and become talented employees. Activities in this process are Talent Planning, Recruitment, Selection and Orientation.

b. Developing The Talents

Performance Appraisal, Talent Mapping, Analysis of Development Requirements and Learning, Implementation of Development and Learning, and Talent Review.

c. Binding The Talents

Planning Career, Succession, and Retaining Talent.

3. Research method

3.1. Types of research

This research used descriptive quantitative method. An understanding of the descriptive method was conducted to determine and be able to describe the characteristics of the examined variables in a situation (Sekaran, 2006.158).

3.2. Operationalization of Variable

Operationalization of variables is a process to reduce the variables contained in the research problem into the smallest parts so classification size can be identified, while the operationalization of the variables used in this study shown in Table 3.1.

Table 3.1
Operationalization of Variable

Variable	Sub Variable	Scale Measurement
Attracting The Talents	Planning	Ordinal
	Recruitment	Ordinal
	Selection	Ordinal
	Orientation	Ordinal
Developing The Talents	Performance Appraisal	Ordinal
	Analysis of Development Requirements and Learning	Ordinal

	Implementation of Development and Learning	Ordinal
	Talents Review	Ordinal
Binding The Talents	Planning Career	Ordinal
	Succession	Ordinal
	Retaining Talent	Ordinal

3.3. Data Collection Techniques

Data sources relevant to the topic used the primary and secondary data sources on a number of private universities in Indonesia by using the triangulated data collection techniques.

3.4. Data Analysis Techniques

It used quantitative descriptive data analysis and performed with the rank order mean to see the interpretations of category percentages from the processing of the questionnaires. Classification category in Table 3.2.

Table 3.2
Category Percentages

No	Percentage	Category
1	20% - 36%	Highly Ineffective
2	>36% - 52%	Ineffective
3	>52% - 68%	Enough
4	>68% - 84%	Effective
5	>84% - 100%	Very effective

4. Results and discussion

4.1. The results of Descriptive Analysis

Descriptive analysis used rank order based on data from respondents' answers. Processing resulted in a percentage of employee perception on the effectiveness of talent management at the Telkom University.

4.2.1 Employee assessment regarding the Current Talent Management

Employee assessment on the management talents on the current conditions as a whole based on the scores and grades shown in Table 4.1 below:

Tabel 4.1
The Suitability of The Current Conditions

Item	Statement	Total Score	Ideal Score	%
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1	The organization is able to align the procurement of employees with the organizational strategy	410	500	63%
2	The organization is able to identify the competency gaps in the organization as a basis for the procurement process	396	500	82%
3	The recruitment I've ever participated requires certain knowledge	421	500	83%
4	The recruitment I've ever participated requires certain technical skills	419	500	78%
5	The recruitment I've ever participated requires certain abilities that should be owned as an employee	424	500	81%
6	The selection I've ever participated conducted to obtain employees with seriousness in learning	415	500	78%
7	The selection I've ever participated implemented to acquire employees who are committed in working	417	500	80%
8	The selection I've ever participated implemented to gain employees who have the desire to develop	420	500	81%
9	I obtain the information about career opportunities when it becomes a new employee	397	500	69%
10	I obtain the technical support related to the job when becoming a new employee	400	500	68%
11	Supervisor provide encouragement as a form of moral support when becoming a new employee	405	500	71%
12	Organizations represented by the superior is able to clearly communicate on the performance targets that I have to achieve	406	500	72%
13	Performance assessment effectively measure the employee competency	396	500	65%
14	There is a follow up of the performance assessment in the form of competence development	396	500	62%
15	The organization is able to determine the learning and development requirements of current employees	392	500	61%
16	The organization is able to determine the learning and development requirements of employees that is useful for the future	396	500	66%
17	The activities of Development and Learning by the organization are able to improve my capability	407	500	69%
18	There is support in the management of development activities and learning	403	500	69%
19	There are adequate facilities in the learning and development activities	399	500	66%
20	Controlling the implementation of development and learning is performed effectively	398	500	66%
21	Evaluation of the implementation of development and learning has been performed	396	500	64%

	effectively			
22	Careers are offered aligned with my desire	399	500	69%
23	Careers are offered aligned with my qualifications	404	500	71%
24	Careers are offered aligned with the needs of the organization	406	500	71%
25	There is regeneration of the leadership for each key position in the organization	406	500	66%
26	There is never occurred a vacancy of key positions in the organization	398	500	67%
27	The organization is always trying to meet the financial needs of employees	408	500	69%
28	The organization is always trying to meet the needs of non-financial employees	400	500	63%
29	The organization is always trying to improve employee satisfaction	410	500	68%
Average total score			347,69	
Average			69,54%	

Source: Results of the questionnaire of data processing, 2016

From the Table 4.1, there are statements that go in the enough categories namely statements 1, 1, 14, 15, 16, 20, 21, 25, 26 and 28, which is an opportunity for management in managing talent associated with performance assessment, development and learning and regeneration of the leadership. Key performance indicators do not cover all aspects required. In addition, follow-up results of performance appraisal oriented to overcome the gap between the competences of employees with the competence required.

Employee assessment regarding talent management in every school shown in Table 4.2

Table 4.2

Talent Management Assessment in Every School

ITEM	SCHOOL						
	A	B	C	D	E	F	G
1	66%	57%	63%	67%	60%	71%	69%
2	69%	56%	56%	64%	45%	62%	69%
3	80%	83%	86%	84%	85%	80%	86%
4	74%	77%	76%	79%	80%	84%	80%
5	77%	83%	77%	81%	85%	76%	86%
6	77%	78%	70%	76%	80%	85%	83%
7	80%	81%	71%	80%	80%	84%	86%
8	86%	79%	74%	85%	80%	84%	89%
9	69%	66%	67%	70%	60%	76%	74%
10	69%	66%	69%	67%	65%	76%	74%
11	77%	65%	73%	74%	70%	75%	77%
12	77%	69%	71%	73%	80%	76%	74%
13	57%	64%	69%	63%	50%	73%	74%
14	57%	59%	60%	65%	50%	71%	63%
15	63%	58%	61%	63%	45%	69%	60%

16	63%	64%	69%	65%	55%	73%	71%
17	71%	65%	71%	70%	65%	73%	71%
18	69%	64%	73%	69%	65%	76%	77%
19	63%	61%	64%	66%	65%	75%	77%
20	66%	66%	69%	63%	50%	71%	69%
21	69%	63%	64%	60%	50%	71%	66%
22	80%	66%	66%	70%	75%	69%	74%
23	74%	68%	70%	73%	75%	71%	80%
24	80%	68%	70%	74%	75%	69%	74%
25	69%	67%	69%	62%	60%	69%	66%
26	74%	66%	73%	60%	60%	69%	71%
27	74%	69%	70%	68%	65%	65%	71%
28	66%	62%	60%	60%	65%	65%	69%
29	71%	66%	67%	65%	70%	75%	71%
Total Average	71%	67%	69%	70%	66%	74%	74%

Source: Results of the questionnaire of data processing, 2016

Table 4.2 shows that the School of Economics and Business (B) and the School of Industrial Engineering (E) have enough assessment meaning that there are many dimensions in managing talent that should be improved. Only the dimensions of Recruitment and Selection are considered effective in the implementation by the entire school.

Table 4.3

Employee expectations to be implemented by the organization

Item	Statement	Total Score	Ideal Score	%
1	The organization is able to align the procurement of employees with the organization's strategy	410	500	82%
2	The organization is able to identify competency gaps in the organization as a basis for the procurement process	396	500	79%
3	The recruitment I've ever participated requires certain knowledge	421	500	84%
4	The recruitment I've ever participated requires certain technical skills	419	500	84%
5	The recruitment I've ever participated requires certain abilities that should be owned as an employee	424	500	85%
6	The selection I've ever participated conducted to obtain employees with earnestness in learning	415	500	83%
7	The selection I've ever participated implemented to acquire employees who are committed in working	417	500	83%
8	The selection I've ever participated implemented to gain employees who have a desire to develop	420	500	84%
9	I obtain information about career opportunities when becoming a new employee	397	500	79%
10	I obtain technical support for related to the job when	400	500	80%

	becoming a new employee			
11	Supervisor provide encouragement as a form of moral support when becoming a new employee	405	500	81%
12	Organizations represented by the superior is able to clearly communicate on the performance targets that I have to achieve	406	500	81%
13	Performance assessment effectively measure the employee competency	396	500	79%
14	There is a follow up of the performance assessment in the form of competence development	396	500	79%
15	The organization is able to determine the learning and development requirements of current employees	392	500	78%
16	The organization is able to determine the learning and development requirements of employees that is useful for the future	396	500	79%
17	The activities of Development and Learning by the organization are able to improve my capability	407	500	81%
18	There is support in the management of development activities and learning	403	500	81%
19	There are adequate facilities in the learning and development activities	399	500	80%
20	Controlling the implementation of development and learning is performed effectively	398	500	80%
21	Evaluation of the implementation of development and learning has been performed effectively	396	500	79%
22	Careers are offered aligned with my desire	399	500	80%
23	Careers are offered aligned with my qualifications	404	500	81%
24	Careers are offered aligned with the needs of the organization	406	500	81%
25	There is regeneration of the leadership for each key position in the organization	406	500	81%
26	There is never occurred a vacancy of key positions in the organization	398	500	80%
27	The organization is always trying to meet the financial needs of employees	408	500	82%
28	The organization is always trying to meet the needs of non-financial employees	400	500	80%
29	The organization is always trying to improve employee satisfaction	410	500	82%
Average total score			404,97	
Average			80,99%	

Source: Results of the questionnaire of data processing, 2016

Table 4.3 shows that the talented employees at Telkom University expects that all indicators and dimensions in talent management can be implemented effectively.

Table 4.4
Employees' Expectations Regarding Talent Management in Every School

ITEM	SCHOOL
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	A	B	C	D	E	F	G
1	66%	86%	86%	76%	85%	82%	86%
2	66%	82%	74%	77%	80%	84%	86%
3	67%	86%	84%	85%	95%	82%	89%
4	71%	86%	86%	84%	90%	82%	83%
5	66%	88%	81%	84%	95%	89%	86%
6	69%	85%	84%	82%	90%	84%	86%
7	69%	85%	84%	84%	90%	85%	83%
8	74%	83%	84%	84%	90%	89%	89%
9	66%	83%	77%	77%	90%	78%	83%
10	69%	82%	83%	74%	90%	84%	86%
11	71%	81%	83%	80%	90%	82%	83%
12	74%	82%	81%	77%	90%	80%	89%
13	57%	82%	84%	76%	85%	78%	89%
14	57%	82%	81%	77%	80%	82%	86%
15	69%	81%	81%	74%	80%	78%	83%
16	69%	83%	79%	75%	80%	82%	83%
17	74%	85%	80%	76%	80%	85%	83%
18	74%	82%	87%	74%	80%	84%	89%
19	63%	82%	87%	75%	80%	78%	89%
20	66%	84%	80%	74%	80%	82%	89%
21	66%	81%	86%	75%	80%	76%	89%
22	74%	82%	76%	77%	80%	80%	86%
23	80%	83%	76%	79%	80%	78%	89%
24	74%	84%	80%	78%	80%	78%	89%
25	77%	84%	83%	74%	80%	82%	91%
26	66%	82%	83%	75%	80%	80%	89%
27	71%	82%	86%	80%	80%	80%	86%
28	71%	82%	81%	75%	80%	80%	86%
29	77%	83%	83%	78%	80%	84%	89%
Total Average	69%	83%	82%	78%	84%	82%	87%

Source: Results of the questionnaire of data processing, 2016

Table 4.4 shows that employees throughout the school expect that the indicators and dimensions of talent management can be effectively implemented both at the faculty and at the university level. The School of Informatics (G) has the highest expectations regarding the effectiveness of talent management for 87%. Meanwhile the School of Creative Industries has the lowest level of expectation that is 69%.

Table 4.5
Current Conditions Vs Hope

Item	Hope Score	Current Condition Score	Item	Hope Score	Current Condition Score	Item	Hope Score	Current Condition Score
1	82%	63%	11	81%	71%	21	79%	64%

2	79%	82%	12	81%	72%	22	80%	69%
3	84%	83%	13	79%	65%	23	81%	71%
4	84%	78%	14	79%	62%	24	81%	71%
5	85%	81%	15	78%	61%	25	81%	66%
6	83%	78%	16	79%	66%	26	80%	67%
7	83%	80%	17	81%	69%	27	82%	69%
8	84%	81%	18	81%	69%	28	80%	63%
9	79%	69%	19	80%	66%	29	82%	68%
10	80%	68%	20	81%	71%			

Table 4.5, employees assessed the lack of the capability of organization to harmonize the procurement of new employees with the organization's strategy. Poor technical / facilities support for employees as a new employee occurred because of the unconformity of performance assessment as a measurement of competence with completion of work for the employee career development, as the company's focus is to improve the effectiveness of talent management. Implementation of the HR department's role in the relationship with the employees and as an innovator is still low, in particular, for the support management in learning and development activities and adequate facilities. Implementation of the HR department's role in the relationship with the employees and as an innovator is still low, specifically, for the support management in learning and development activities and adequate facilities.

On the other hand, there are number of indicators that show the company has been effective in the management of The Talent. Employees assessed the organization has been able to implement the recruitment of employees which implies technical skills and ability in accordance with the organizations requirements. Selection process has indicated the employees who have committed to develop.

4.2.2 Differences test of Talent Management between the Current Conditions with the Employees' Expectations

To determine whether score of current conditions with employee expectations have significant difference or not, the difference test is conducted using Paired Samples T Test as shown in Table 4.6. If $t_{count} > 1.96$ or $t_{count} < -1.96$, then there are significant differences, statistically between the current conditions with the hope of employees on indicators assessed.

Table 4.6
Differences test of Current Conditions with Employees' Expectations
Concerning the Talent Management

Item	t_{count}	Conclusion
1	-7,005	There are significant differences between the current conditions with employee expectations relate to the statement "The organization is able to align the procurement of employees with the organization's strategy"
2	-7,516	There are significant differences between the current conditions with employee expectations relate to the statement "The organization is able to identify competency gaps in the organization as a basis for the procurement process"
3	-2,730	There are significant differences between the current conditions with employee expectations relate to the statement "The recruitment I've ever participated requires certain knowledge"
4	-3,280	There are significant differences between the current conditions with employee expectations relate to the statement "The

		recruitment I've ever participated requires certain technical skills"
5	-2,313	There are significant differences between the current conditions with employee expectations relate to the statement "The recruitment I've ever participated requires certain abilities that should be owned as an employee"
6	-2,836	There are significant differences between the current conditions with employee expectations relate to the statement "The selection I've ever participated conducted to obtain employees with earnestness in learning"
7	-2,100	There are significant differences between the current conditions with employee expectations relate to the statement "The selection I've ever participated implemented to acquire employees who are committed in working"
8	-1,577	There are significant differences between the current conditions with employee expectations relate to the statement "The selection I've ever participated implemented to gain employees who have a desire to develop"
9	-5,099	There are significant differences between the current conditions with employee expectations relate to the statement "I obtain information about career opportunities when becoming a new employee"
10	-5,544	There are significant differences between the current conditions with employee expectations relate to the statement "I obtain technical support for related to the job when becoming a new employee"
11	-5,227	There are significant differences between the current conditions with employee expectations relate to the statement "Supervisor provide encouragement as a form of moral support when becoming a new employee"
12	-3,953	There are significant differences between the current conditions with employee expectations relate to the statement "Organizations represented by the superior is able to clearly communicate on the performance targets that I have to achieve"
13	-6,544	There are significant differences between the current conditions with employee expectations relate to the statement "Performance assessment effectively measure the employee competency"
14	-6,946	There are significant differences between the current conditions with employee expectations relate to the statement "There is a follow up of the performance assessment in the form of competence development"
15	-7,554	There are significant differences between the current conditions with employee expectations relate to the statement "The organization is able to determine the learning and development requirements of current employees"
16	-6,086	There are significant differences between the current conditions with employee expectations relate to the statement "The organization is able to determine the learning and development requirements of employees that is useful for the future"
17	-6,669	There are significant differences between the current conditions with employee expectations relate to the statement "The activities of Development and Learning by the organization are able to improve my capability"

18	-5,807	There are significant differences between the current conditions with employee expectations relate to the statement “There is support in the management of development activities and learning”
19	-6,182	There are significant differences between the current conditions with employee expectations relate to the statement “There are adequate facilities in the learning and development activities”
20	-6,231	There are significant differences between the current conditions with employee expectations relate to the statement “Controlling the implementation of development and learning is performed effectively”
21	-6,355	There are significant differences between the current conditions with employee expectations relate to the statement “Evaluation of the implementation of development and learning has been performed effectively”
22	-5,413	There are significant differences between the current conditions with employee expectations relate to the statement “Careers are offered aligned with my desire”
23	-4,801	There are significant differences between the current conditions with employee expectations relate to the statement “Careers are offered aligned with my qualifications”
24	-5,461	There are significant differences between the current conditions with employee expectations relate to the statement “Careers are offered aligned with the needs of the organization”
25	-6,966	There are significant differences between the current conditions with employee expectations relate to the statement “There is regeneration of the leadership for each key position in the organization”
26	-5,512	There are significant differences between the current conditions with employee expectations relate to the statement “There is never occurred a vacancy of key positions in the organization”
27	-5,837	There are significant differences between the current conditions with employee expectations relate to the statement “The organization is always trying to meet the financial needs of employees”
28	-7,562	There are significant differences between the current conditions with employee expectations relate to the statement “The organization is always trying to meet the needs of non-financial employees”
29	-6,280	There are significant differences between the current conditions with employee expectations relate to the statement “The organization is always trying to improve employee satisfaction”

Source: Results of the questionnaire of data processing, 2016

Table 4.5 shows the only indicator of the number 8, which states "The selection I've ever participated conducted to obtain employees who have a desire to grow ", does not have significant differences. This means that all this time, the selections participated by the talented employees at Telkom University have been trying to explore the desire of candidates to continue to develop. As for the other indicators, there are still gaps between the expectations of employees on the importance of the talent management implementation with the current conditions as well as significant differences in almost all indicators. This indicates that the

company still has to improve the effectiveness of talent management further through the improvement of existing indicators, in order to fulfill the expectations of employees.

5. Conclusions and suggestions

5.1. Conclusions

Based on the research that has been conducted, it can be concluded:

1. The process of attracting talent including planning, recruitment, selection and orientation at the Telkom University has not worked optimally due to the employee expectations score for the overall indicator is still above the current conditions score. This means that there are improvement opportunities for the talents procurement process due to the implementation of talent management that are currently running at the Telkom University still unable to fulfill the expectations of employees.
2. The process of developing talents including performance assessment, talent mapping, development and learning requirements analysis and the implementation of development and learning at the Telkom University has not worked optimally due to the employee expectations score for the overall indicator is still above the current conditions score. This means that there are improvement opportunities for the process of talent development due to the implementation of talent management that is currently running at the Telkom University still unable to fulfill the expectations of employees.
3. The process of binding talents including career planning, succession planning and maintaining talent at the Telkom University has not worked optimally due to the employee expectations score for the overall indicator is still above the current conditions score. This means that there are improvement opportunities for the process of binding talents due to the implementation of talent management that is currently running at the Telkom University still unable to fulfill the expectations of employees.
4. Indicators and dimensions of talent management can be effectively implemented both at the school and at the university level. School of Informatics (G) has the highest expectations regarding the effectiveness of talent management for 87%. Meanwhile, the School of Creative Industries has the lowest level of expectation that is 69%.

5.2. Suggestions

The proposed suggestions associated with the effectiveness of the talent management implementation:

1. Improvement of key performance indicators on performance assessment that covers all aspects required to complete the work, including improved performance assessment to be more oriented in closing the gap between the competences of the employees and the competence required in a job.
2. Improvement of performance assessment related with development and learning as well as the regeneration of the leadership.
3. Improvement in managing the talent management in each school, specifically at the School of Economics and Business (B) and the School of Industrial Engineering (E), has considerable value. This means that there are number of dimensions in the talent management that need to be improved.
4. Improvement of organizational capabilities is required in terms of:
 - a. Aligning the procurement process of new employees with the organization's strategy associated with technical / facilities support for new employees.
 - b. Harmonize the performance assessment as a measurement of competence with follow-up results for the development of employee career.

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