

Implementation of Talent Management Strategy in Improving Member Performance (Case Study at the Bangka Youth Information and Counseling Center, South Jakarta)

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Abstract

This research aims to explore the implementation of talent management strategies as a key factor in improving organizational performance, by taking case studies at the Potential Indonesia Jaya Foundation and the Bangka South Jakarta Youth Information and Counseling Center (PIK-R). The approach used in this research is a qualitative approach used to detail the complexity of the interaction between talent management policies and their impact on organizational performance. The research population includes all members involved in talent management strategies at the PIK-R Bangka. The purposive sampling method was used to select respondents who had significant involvement in the talent management program. Data was collected through in-depth interviews, participant observation, and document study. The research results describe the implementation of talent management strategies in the context of non-profit organizations. Data analysis uses a content analysis approach, revealing patterns, themes and relationships between variables that are relevant to improving performance. The results of this research have practical and theoretical implications in the context of human resource management and organizational strategy. Therefore, these findings can be a valuable contribution to the understanding of how the implementation of talent management strategies can be the key to success in improving organizational performance.

Keywords: *Implementation; Strategy; Talent management; Human Resources; Non-Profit Organization*

INTRODUCTION

Nowadays human resource development has become a very important asset for organizations. There is currently a tendency for human jobs to be replaced by robots, so only selected people can join the organization and become members. With the rapid development of artificial intelligence in the world, organizations are looking for talented personnel with technical development, quality skills, and a good attitude. Specifically, members who work in an organization are considered human resources. Organizations now have access to new technological developments with the right resources. The only thing that differentiates one organization from another is the use of its human intelligence. The performance and competitive advantage of an organization depends on the intelligence of its members. It is important for organizations to develop member talent management with the goal of achieving optimal points of organizational performance amid fierce business competition. Talent management focuses on maximizing members' abilities and retaining the best talent needed for organizational growth. This research further explores the concept and focuses on effective human resource management practices when facing the Industrial Revolution 5.0 by providing efforts to identify and alternative solutions to human resource management practices in Indonesia that have not been proven to optimally improve organizational performance. In other words, the purpose of this research is to fill the knowledge gap in understanding the relationship between talent management and organizational performance in PIK-R Bangka.

LITERATURE REVIEW

Talent Management

Talents are members who currently work for an organization or organizations that have the ability to influence others above average through good performance and potential ownership that can affect progress. For both short-term and long-term organizations, the talent in question applies to all functions and members of the organization or organization (Sule, E & Wahyuningtyas, 2016). Due to the war for talent that took place in American organizations in 1997, talent management has emerged and evolved. As a result, increasing competition and the limited number of candidates, many organizations have difficulty in retaining their best resources as well as experiencing difficulties in the recruitment process of prospective members who have high skills (Tetik, 2017). However, talent management is defined as follows (Barkhuizen et al., 2014): 1) *Acquisition of talent* is the process of finding, attracting, acquire, assessing, and recruiting potential members so that they can fulfill the positions they need in the future as well. 2) Talent development develops talent that can affect the success and growth of an organization. 3) Talent nurturing, an organizational strategy to retain talent to ensure that every talented member is highly loyal to the organization. This kind of strategic planning can help leaders and managers successfully address major problems or challenges facing an organization (or any other entity) or problems and challenges that cannot be solved with simple technical improvements.

Member Performance

Member performance refers to the level of efficiency and effectiveness of a member in carrying out the duties and responsibilities mandated by the organization. Performance is defined as high business results and is a step towards achieving related organizational goals (Indrasari, 2017). Sembiring (2020) in his research explained that performance is the result of the quality and quantity of work done by an employee in accordance with the tasks assigned to him. Afandi (2020) added that performance is the result of work that can be achieved by individuals and groups in an organization, in accordance with their respective authorities and responsibilities, without violating the law or business ethics. Thus, member performance is not only dependent on compensation, work environment, and motivation, but is also influenced by an effective human resource management system, including *talent management strategies* implemented by the organization.

Project-Based Assessments, on specific projects, this assessment focuses on their contributions and achievements in the context of that project.

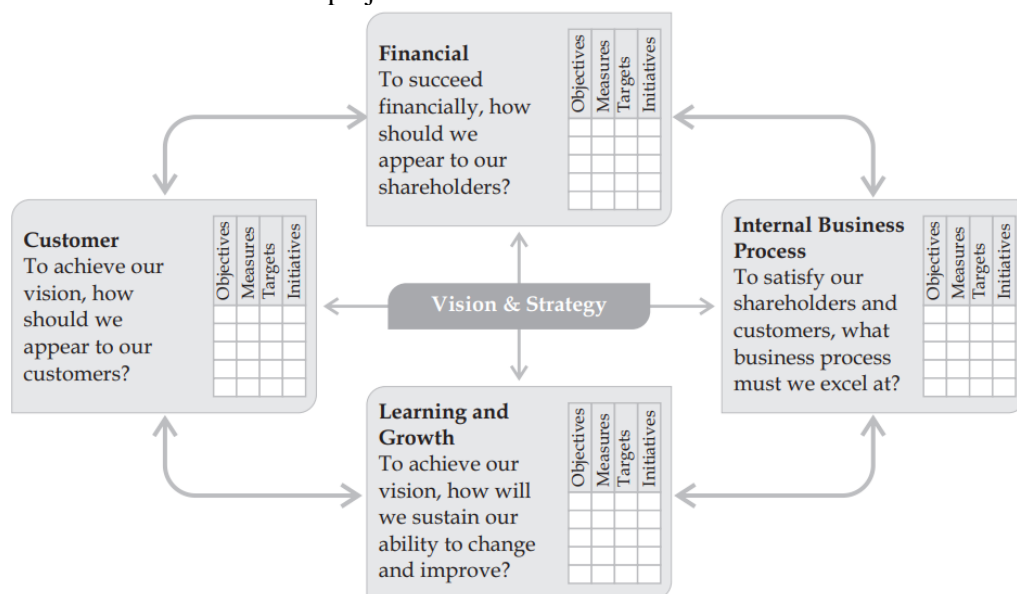


Figure 1. Vision and Strategy in the Balance Scorecard

Source: Norton and Kaplan, 2000:57

Previous Studies

According to I Kadek Karina and I Kadek Komang (2020), the success of an organization is highly determined by the performance of its members, with the hope that the organization's goals can be

achieved. The purpose of this study is to test the influence of *Talent management* on member performance with organizational commitment as a moderation variable in members of The Jayakarta Bali Hotel Kuta Bali. In this study, the census method was used to determine a sample of 148 respondents, through the Moderated Regression Analysis moderation analysis technique. Based on the results of the analysis, it can be seen that *talent management* and organizational commitment have a positive and significant influence on performance. The organization's commitment is able to moderate the positive relationship of *talent management* to member performance. The organization must be able to improve *talent management problems* by conducting training, socialization, and fostering worker talent so that they are able to work well. Pay attention to the organization's commitment to the responsibilities and obligations of members in accordance with what is done so that members survive. Management must adjust members' working hours during the high season and the busyness experienced by members so that members are able to improve their performance.

METHOD

This study adopts a qualitative approach with a case study at the Bangka Youth Information and Counseling Center (PIK-R) South Jakarta, DKI Jakarta Province. A qualitative approach was chosen to gain an in-depth understanding of the implementation of talent management strategies and their impact on organizational performance. The research population includes all PIK-R Bangka administrators who are involved in the implementation of talent management strategies. The sample was selected by the purposive sampling method, considering the level of involvement in the talent management program. The main instrument in this study is to use in-depth interviews with the general chairman, vice chairman, division chairman and management who are directly involved in the talent management program. Documentation studies are also used to collect data related to policies, programs, and evaluation of organizational performance.

The method used in this study is a descriptive method with analysis techniques and strategy formulation using the SWOT (*Strengths, Weaknesses, Opportunities, Threats*) technique, which is preceded by a literature study and a study on Talent Management practices in two non-profit organizations. The steps taken in this study include: First, conducting literature studies and studies on Talent Management practices at PIK-R Bangka. Second, define, identify objectives, identify implementation prerequisites, and formulate the stages of Talent Management; Third, identifying the strengths and weaknesses of the organization in the implementation of Talent Management; Fourth, identifying opportunities and threats in the implementation of Talent Management; Fifth, formulate the right strategy to implement Talent Management in PIK-R Bangka.

Data were collected through recorded interviews, participatory observations, and document analysis. In-depth interviews were conducted to gain in-depth insights into respondents' perceptions and experiences related to the implementation of talent management strategies. Data analysis was carried out using a content analysis approach. Interview transcripts, field notes, and related documents were analyzed to identify patterns, themes, and relationships between variables relevant to the research objectives.

The validity of the research was improved through data triangulation by comparing the results of interviews, observations, and document analysis. A limited trial (*pilot study*) was conducted to ensure the clarity of the instrument and interview questions. The research was conducted by paying attention to ethical principles, including obtaining permission from PIK-R Bangka, maintaining the confidentiality of information, and obtaining the consent of the informant before the interview. The research was carried out in the 2023-2024 management period with the stages of data collection, analysis, and report writing according to a predetermined work plan.

RESULTS AND DISCUSSION

Empirical Findings & Recommendations

Empirical Findings

Profile of Bangka Information and Counseling Center (PIK-R)

The Bangka Youth Information and Counseling Center (PIK-R) was established on May 15, 2017 and has become a forum for education and advocacy for adolescents in Indonesia, especially in the South Jakarta area. Located on Jalan Bangka, Pela Mampang Village, Mampang Prapatan District, PIK-R Bangka is a community PIK-R that plays an active role in providing information and counseling services

for adolescents related to various strategic issues, such as reproductive health, future planning, mental health, to the prevention of early marriage and stunting.

For more than seven years, PIK-R Bangka has continued to grow and expand the reach of its programs. With more than 480 programs and activities that have been organized, this organization has managed to reach more than 37,000 adolescents as direct beneficiaries and more than 3,000,000 adolescents as indirect beneficiaries. The participation of adolescents who joined came from 1,412 schools and universities spread across 412 cities and 36 provinces in Indonesia, and penetrated up to 11 countries. Consistency in program innovation and strategic collaboration has led PIK-R Bangka to win various prestigious awards. Since 2020, PIK-R Bangka has successively maintained the title of 1st Place in the PIK-R Pilot Category in the Collaboration Category at the DKI Jakarta Provincial level. This success shows the role of PIK-R Bangka as an effective collaboration-based PIK-R management model in involving various parties, including the government, community organizations, educational institutions, and private partners. In 2024, PIK-R Bangka won 1st place in the Pilot PIK-R Collaborative Category at the National level in the 2024 GenRe Award event organized by the National Population and Family Planning Agency (BKKBN). This award is proof that the collaborative approach applied by PIK-R Bangka is able to have a real impact on teenagers and the wider community.

Organization Profile of PIK-R Bangka

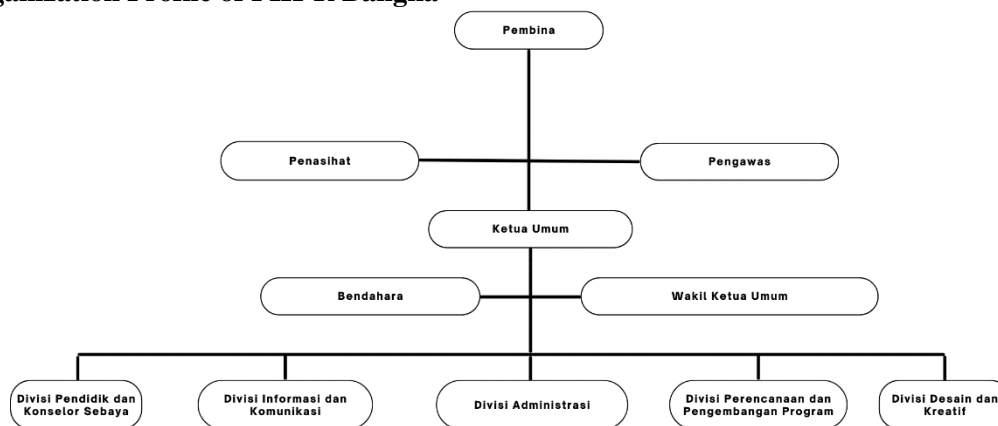


Figure 2. Organizational Structure of PIK-R Bangka

Source: (Author)

Implementation of Talent Management Strategy at PIK-R Bangka

The implementation of talent management strategies at the Youth Information and Counseling Center (PIK-R) Bangka South Jakarta is a strategic step to improve member performance. As a community-based organization, PIK-R faces unique challenges in human resource management, including limited resources and facilities. However, the strong commitment of the PIK-R management allowed this strategy to run with promising results. The following is a discussion of the implementation of strategies based on the four main dimensions of Edward III's policy implementation theory: communication, resources, disposition, and organizational structure.

Communication - Clarity and Effective Transmission of Information

Communication plays an important role in the implementation of talent management strategies at PIK-R Bangka. Various communication channels are used to ensure all members understand the organization's goals, from social media to in-person meetings. Socialization through regular training, such as "Peer Counselor Training" and "About Us Workshops," help members understand their role in the organization. However, the effectiveness of communication depends not only on the frequency of information conveyed but also on the quality of the message conveyed. Research shows that consistent and accurate transmission of information can improve members' understanding of the organization's vision (Edward III, 1980). In this context, PIK-R Bangka has succeeded in creating a supportive communication system, although there is still room for improvement, such as the creation of special guidelines related to talent management strategies.

Resources - Major Obstacles in Talent Management

The main obstacle in the implementation of the talent management strategy at PIK-R Bangka is the limited resources, both in terms of budget and facilities. Most of the organization's funds are allocated to operational activities, so member development is often not a priority. The absence of digital facilities for mapping and monitoring member talent is also a serious challenge. In the digital era, technology-based platforms are an urgent need to manage talent effectively (Mangkunegara, 2016). However, these limitations do not prevent PIK-R from partnering with external institutions, such as DPPAPP DKI Jakarta and other strategic partners, to address resource shortages. From a critical perspective, reliance on external partners to meet the organization's internal needs creates sustainability risks. PIK-R needs to build internal capacity through long-term investments, such as internal training and the development of digital facilities.

Disposition - Commitment as a Key Factor of Success

The commitment of the PIK-R management, especially the head of the organization, is one of the driving factors for the successful implementation of the talent management strategy. This support is demonstrated through active involvement in training planning and implementation, member mentoring, and providing motivation. The General Chairman of PIK-R Bangka often disposes of authority to the head of the division and its members as a tangible form of implementation of delegation and disposition in the organization so as to create a space of trust among fellow members of the organization. This commitment is in line with the theory that the success of policy implementation is greatly influenced by the disposition or goodwill of leaders in carrying out programs (Edward III, 1980). However, challenges arise when such commitments are not followed by adequate structural support, such as specific budget allocations and the formation of teams focused on talent management. From a critical perspective, an approach that relies too much on individuals can create risks to the program's sustainability. Therefore, organizations need to strengthen systems and procedures to ensure strategies can run regardless of leadership changes.

Organizational Structure – Strengths and Challenges

The flexible organizational structure of PIK-R Bangka provides an advantage in adapting to changing member needs. However, the lack of a special team that handles talent management is the main obstacle. Currently, talent management tasks are distributed informally based on the match of members' abilities through the division of peer educators and peer counselors. Irregularities in the distribution of responsibilities create potential conflicts and a lack of accountability. To overcome this problem, PIK-R needs to consider restructuring the organization by forming a special division for talent management, such as the human resource development division so that the division of peer educators and peer counselors can be more focused on providing counseling services. This restructuring can create a greater focus on member development and support the achievement of long-term organizational goals (Sule & Wahyuningtyas, 2016).

There is a positive relationship between the implementation of talent management strategies and organizational performance can be seen from increased productivity, member satisfaction, and the achievement of organizational goals. Members who feel recognized and supported in their development tend to be more dedicated and contribute to the maximum. Nonetheless, the study also identified several challenges in the implementation of talent management strategies, such as limited resources and resistance to change. Management needs to constantly update and adjust strategies to stay relevant to organizational dynamics and the external environment.

The researcher classifies the supporting and inhibiting factors for the implementation of talent management at PIK-R Bangka as follows:

Inhibiting Factors

1. Budget Constraints

Budget limitations are the main challenge in the implementation of talent management at PIK-R Bangka. PIK-R Bangka as a Community Pathway PIK-R based on the youth community, the source of funding for PIK-R generally comes from member contributions, assistance from government agencies, or sponsorship of certain activities. However, budget allocations tend to be used more for routine operations, such as inventory procurement, internal activities, and social service than long-

term investments in training or developing member talent. This condition has an impact on the limited frequency and quality of training that can be held. For example, intensive training that requires experts or professional facilities often cannot be carried out without external support, or is held when PIK-R Bangka successfully negotiates experts on a pro basis to fill the training. This problem also creates gaps in talent management, where the development of high-potential individuals cannot be done optimally. The strategy to overcome this problem is to diversify funding sources. PIK-R Bangka can explore funding opportunities from cash contributions, community grant programs, sponsorships from the private sector, or crowdfunding. This not only increases the financial capacity of the organization but also builds a wider network.

2. Lack of Digital Facilities

In the digital era, adequate technology facilities are an essential need in talent management. However, PIK-R Bangka does not yet have an integrated technology system, such as a talent mapping application or member database, which allows for more effective and efficient talent management. Without digital facilities, member management is still done manually, which is often error-prone and inaccurate. The absence of these tools also makes the process of evaluating individual performance and development slower. For example, potential members may not be detected quickly, so organizations miss out on opportunities to tap into their talents at the right time. To overcome this challenge, PIK-R Bangka has started with the adoption of simple technologies, such as the use of Google Sheets to track members' progress or to distribute information. However, in the long term, PIK-R Bangka is recommended to form a special platform for talent development based on organizational needs which can be done through collaboration with technology institutions or related government agencies.

Supporting Factors

1. Leadership Commitment

The full support of the Trustees and Chairman of PIK-R Bangka is one of the main supporting factors in the successful implementation of the talent management strategy. The Chairman of PIK-R Bangka carries out the human resources (HR) function in managing talent management with a systematic approach and oriented towards member development. The Chair demonstrates inspirational transformational leadership by providing direction, emotional support, and opportunities for members to thrive through various training and mentoring programs. This commitment can be seen from the direct involvement of the chairman in various development programs such as the About Us Workshop, the Upgrade About Us Workshop, the This Critical Workshop, the BangkUpLift Internal Training, the Bangka Wall of Fame, and activities that aim to strengthen the closeness between members. These programs not only serve to improve the competencies and capacity of members, but also create an organizational culture that supports learning and innovation.

However, in order for this talent management strategy to be sustainable, a more structured organizational policy is needed. The implementation of training programs such as BangkUpLift as a mandatory part of the organization's agenda is one of the concrete steps to ensure the sustainability of this strategy, regardless of leadership changes. With this approach, organizations can ensure that each member has equal access to self-development and can continue to contribute to the organization's long-term goals. With a systematic talent management program and full support from the leadership, PIK-R Bangka can create an environment conducive to the growth of members and increase the effectiveness of the organization as a whole.

2. Active Member Engagement

The enthusiasm of members in participating in the training program is another strength that supports the implementation of talent management at PIK-R Bangka. Many members show a great desire to improve their skills through training and self-development activities. This level of engagement shows that PIK-R has a proactive member base, which is a valuable asset to the sustainability of the organization. Members who are actively engaged tend to have higher levels of satisfaction, which in turn increases their productivity in carrying out organizational tasks.

To take advantage of this involvement, PIK-R Bangka can develop the Bangka Wall of Fame program as a means of awarding members who show significant achievements or performance

improvements. These awards can be in the form of certificates, formal recognition, or the opportunity to participate in larger-scale activities.

3. External Collaboration

PIK-R Bangka has established strategic partnerships with external organizations, such as DPPAPP DKI Jakarta, Puskesmas Kecamatan Mampang Prapatan, Nutrifood, YouthDozer, Youth Ranger Indonesia, and other strategic partners. This partnership provides access to professional coaches, quality training materials, and other additional resources that support the implementation of talent management strategies. External collaboration not only helps overcome internal resource limitations but also opens up opportunities for members to build a wider network. For example, the training organized by the Mampang Prapatan District Health Center provides an opportunity for members to learn to become peer counselors directly from competent psychologists and counselors.

CONCLUSION

Based on the results of the research, the researcher suggested that PIK-R Bangka continue to optimize its talent management strategy by increasing the integration of development programs, conducting periodic evaluations, and involving members in the planning and implementation process. Inhibiting factors such as budget limitations, digital facilities, and lack of understanding of talent management strategies show the need for improvements in the internal system of PIK-R Bangka. On the other hand, leadership commitment, active member engagement, and external collaboration provide a solid foundation for the successful implementation of this strategy. By addressing existing challenges and making optimal use of supporting factors, PIK-R can improve the effectiveness of talent management and achieve better organizational performance.

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