



## Implementation of Talent Management Function Within PT. Dayamitra Telekomunikasi Tbk.

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**Abstract:** It aims to provide a brief overview of the implementation of the talent management function within PT Dayamitra Telekomunikasi Tbk. Through a descriptive approach, this abstract highlights how the company implements the talent management function to optimize employee potential. This research reveals that PT Dayamitra Telekomunikasi Tbk. has successfully implemented a holistic talent management strategy. The implementation of talent management functions, including careful recruitment, skills development, fair performance appraisal, competitive compensation, and a well-planned succession plan, has brought positive impacts to the company's performance. The research methods used included in-depth interviews with senior management, analysis of internal company data, and a literature review of talent management best practices in the telecommunications industry. The results show that the implementation of talent management functions has improved employee retention, increased productivity, and created an inclusive work environment. However, some challenges were also identified, including the need to continuously adapt to changes in technology and rapid industry dynamics. This research contributes to enriching the understanding of talent management practices within telecommunication companies and provides guidance for other companies looking to optimize the potential of their employees. In conclusion, the implementation of an effective talent management function is a key factor for the long-term success of companies in today's digital era.

**Keywords:** PT Dayamitra Telekomunikasi Tbk, Talent Management, Talent Management Strategy, Telecommunication Industry, Recruitment

### INTRODUCTION

PT Dayamitra Telekomunikasi Tbk, as a subsidiary of Telkom Indonesia, plays a strategic role in the ever-evolving telecommunications industry in Indonesia. As an integral part of the ever-changing market, the company has taken significant steps in implementing effective talent management strategies to strengthen its competitive position in the industry. According to recent research, talent management has been recognized as a key factor in ensuring a company's adaptation to rapid changes in the dynamic telecommunications industry [1]. In recent years, recent trends show that telecommunications companies in Indonesia are increasingly focusing on developing excellent employees and increasing individual capacity to support company growth amidst increasingly fierce competition [2]. As a result, PT Dayamitra Telekomunikasi Tbk. has focused its attention on implementing a

holistic talent management strategy, which includes careful recruitment, continuous skills development, as well as the introduction of a well-planned succession plan. By emphasizing the importance of implementing an effective talent management function, the company hopes to strengthen its competitiveness in an increasingly rapidly changing market, in line with the innovative measures taken by peer companies in the telecommunications industry in Indonesia [3]. Therefore, this research aims to provide a comprehensive overview of the best practices implemented by PT Dayamitra Telekomunikasi Tbk. with a focus on the successful implementation of its talent management strategy and its impact on the company's overall performance within the context of the Indonesian telecommunications industry. This abstract will provide an overview of the research approach used, the findings, as well as the practical implications of this research for telecommunications companies and related industry sectors in Indonesia. As such, this research is expected to provide valuable guidance to PT Dayamitra Telekomunikasi Tbk. and similar companies in their efforts to optimize their talent management practices for long-term success in Indonesia's evolving telecommunications industry.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The basic theory on which this research is based is the Competency-Based Human Resource Theory, which emphasizes the importance of identifying, developing, and utilizing employee competencies according to organizational needs [1]. In the context of the telecommunications industry in Indonesia, this theory provides guidance on how to manage human resources to improve the competitiveness of the company. A relevant middle theory is the Local Talent Management Theory, which highlights the need to accommodate cultural factors and work environments specific to Indonesia in the development of talent management strategies [2]. A relevant applied theory is the Local Leadership Concept, which emphasizes the importance of leadership that is responsive to Indonesian culture and context in driving the success of talent management strategies in companies [3]. In the Indonesian telecommunications industry, this concept highlights the importance of leadership that understands the uniqueness of local culture and practices appropriate values. Based on the literature review, the hypotheses proposed in this study are: H0: The implementation of a competency-based talent management strategy at PT Dayamitra Telekomunikasi Tbk. has a significantly positive impact on improving employee performance. H1: The adoption of talent management practices that accommodate local cultural needs at PT Dayamitra Telekomunikasi Tbk. contributes to increased employee motivation and engagement. H2: Leadership that is responsive to local culture at PT Dayamitra Telekomunikasi Tbk. can strengthen corporate identity and increase employee trust.

## METHOD

The research design used in this study is qualitative research with a single case study approach. A case study was chosen as it allows the researcher to gain an in-depth understanding of the implementation of talent management strategies at PT Dayamitra Telekomunikasi Tbk. focusing on the specific context of the company. Data collection was conducted through in-depth interviews with senior management and relevant staff, as well as through analysis of internal company documents. Interviews were used to gain a comprehensive perspective on talent management practices, while document analysis aimed to provide a more complete picture of the policies and procedures implemented by the company in terms of talent management. The qualitative data collected was analyzed using a thematic analysis approach, which involved coding the data, identifying key themes, and developing patterns that emerged from the interviews and documents. These analytical steps

aimed to reveal a comprehensive picture of talent management practices in the company. Data validity and reliability were strengthened through data triangulation, where findings from interviews and documents were examined simultaneously to ensure consistency and validity of findings. In addition, a transparent and reflective approach was also used to ensure that the interpretation of the data was accurate. This research was conducted in compliance with applicable research ethics, including ethical approval, data confidentiality, and respect for the privacy rights of the respondents.

## RESULTS AND DISCUSSION

Talent management is defined as an organization's efforts to recruit, select, develop and retain talented key employees in strategic positions within the company (Critical success factors, challenges and obstacles in talent management, 2017). Talent management also has a purpose for employees, namely to improve, develop and retain these employees, companies strive to develop and improve the performance of their employees as human resources for better company goals. In an article published from the SWA website (Djawahir, 2021), it is stated that according to Telkom's Director of Human Capital Management, Afriwandi, Telkom's approach and its subsidiaries, one of which is PT Dayamitra Telekomunikasi Tbk. in the talent development program uses three concepts, namely functional or technical competencies, professional competencies, and leadership competencies based on the BUMN core values, namely AKHLAK: Amanah, Kompeten, Harmonious, Loyal, Adaptive, and Collaborative. Based on the competency model, PT Dayamitra Telekomunikasi Tbk. made a development plan in the HC Development Plan.

Figure 1. Employee Experience di PT Telkom Indonesia (PT Telkom Indonesia, 2021)

In producing digital talents, PT Dayamitra Telekomunikasi Tbk. implements several main strategies, namely: Talent Acquisition Talent acquisition, which is carried out by building from within and pro-hire (recruiting from other companies). For internal development, young people at PT Dayamitra Telekomunikasi Tbk. are educated and transformed into digital

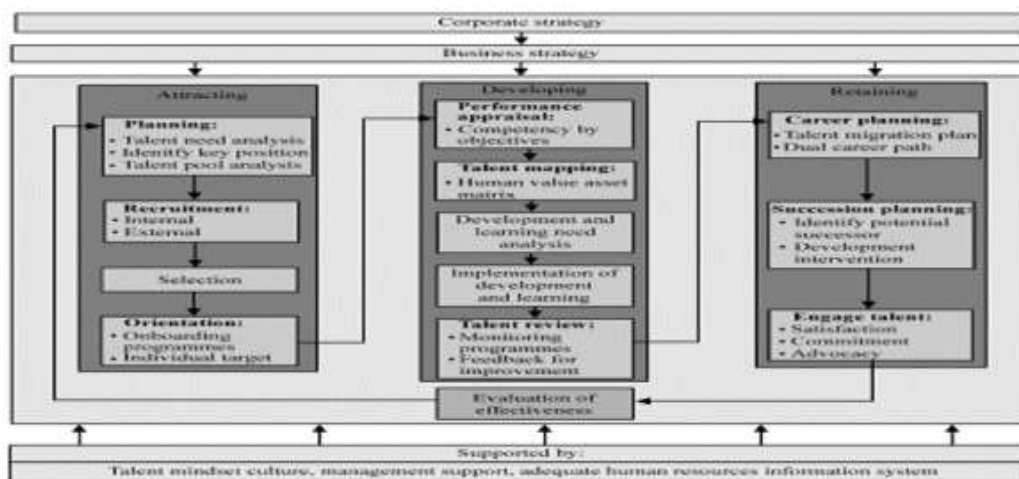


talent. For pro-hire, PT Dayamitra Telekomunikasi Tbk. opens opportunities for external talents to join PT Dayamitra Telekomunikasi Tbk. by occupying positions at junior, middle and senior levels. They are included in the Tribe - the way digital people work - to create new solutions that will strengthen PT Dayamitra Telekomunikasi Tbk.'s business going forward. In addition, they must also pass on their competencies to the young people of PT. Dayamitra Telekomunikasi Tbk. Talent Development PT. Dayamitra Telekomunikasi Tbk. implements excellent employee development programs including the Great People Trainee Program (GPTP), mentorship and work practice for new employees; Great People Scholarship Program (GPSP), in the form of educational scholarships to develop employee competencies; Great People Development Program (GPDP) and Great People Managerial

Program (GPMP) the advantages in this implementation are to improve employee managerial and leadership skills.

PT Dayamitra Telekomunikasi Tbk. provides opportunities for all employees to develop competencies and skills, and emphasizes that there is no discrimination in the implementation of development programs for both male and female employees. In order to create talented and professional leaders in the digital era. Career Management Career planning is a process carried out by the company to provide opportunities for employees to be able to develop themselves in terms of employee competencies and skills. PT Dayamitra Telekomunikasi Tbk. recruits talents based on competence. Then, job roles and job functions are created. Each talent at PT Dayamitra Telekomunikasi Tbk. has a career development, career path, and career evaluation. At each level there is also a succession plan. Thus, the career track of a talent at PT Dayamitra Telekomunikasi Tbk. is clear. Performance Management System In assessing the performance of each employee, PT Dayamitra Telekomunikasi Tbk. provides dashboards and applications to ensure all assessment and measurement processes are truly objective. Objective assessments and measurements provide equal opportunities to enter the talent pool to be selected for certain managerial positions. PT Dayamitra Telekomunikasi Tbk. developed an Objective and Key Result Dashboard (OKR Dashboard) that is useful for organizing, communicating, implementing, and monitoring the achievement of effective and measurable company targets or goals. Each employee has an ID to access the OKR Dashboard. Through OKR Dashboard, it is expected that a more integrated work system will be implemented.

Reward Management PT Dayamitra Telekomunikasi Tbk. complies with the Provincial Minimum Wage (UMP) regulation by setting the lowest salary above the UMP. Reward to employees is realized through fair remuneration. There is no difference between the remuneration of male and female employees, both at the lowest level to the senior management level. The remuneration policy implemented at PT Dayamitra Telekomunikasi Tbk. has considered the costliness index at each employee's work location, such as in



remote areas, so that the remuneration received can vary. Every organization is required to have systematic steps in carrying out talent management activities as a way to optimize capabilities to create a lasting competitive advantage (Wahyuningtyas, 2015). Figure 2 describes a systematic integrated talent management process. The system consists of attracting, developing and retaining as the three main parts of the system (Wahyuningtyas, 2015).

**Figures 2.** *Integrated talent management system* (Wahyuningtyas, 2015)

**Attracting:** In the attracting process, PT Dayamitra Telekomunikasi Tbk. has implemented talent management well, starting from planning, recruitment & orientation, PT Dayamitra Telekomunikasi Tbk. created a program called Great People Trainee Program (GPTP), mentoring and work practice for new employees. Recruitment and selection carried out by PT Dayamitra Telekomunikasi Tbk. has been carried out ideally, through several series of processes to determine whether or not the applicant is suitable. The concept of competency-based recruitment provides several advantages, including a high level of accuracy in assessing whether or not a person is placed in different jobs according to their potential, facilitating the match between a person's skills and work interests and needs. **Developing:** In the developing process, PT Dayamitra Telekomunikasi Tbk. monitors the performance of employees using OKR (Objective Key Result) tools. Some of the advantages of using OKR Dashboard, namely: **Alignment:** each employee's goals will be integrated with work unit goals and company goals or targets; **Traceable:** Achievements and obstacles that occur in OKR can be traced quickly; **Fairness:** Determination of OKRs is based on communication and agreement between employees and upper management; **Transparent:** Progress monitoring and target fulfillment can be done by related parties; **Objective:** Assessment of each OKR is carried out based on accountable data. To be able to identify employee capabilities needed by the company, PT Dayamitra Telekomunikasi Tbk. has a Digital Skill Matrix, which is the digital talent capabilities needed to support digital business and grow digital leaders at PT Dayamitra Telekomunikasi Tbk. In fulfilling these capabilities, PT Dayamitra Telekomunikasi Tbk. created several employee development programs such as Great People Scholarship Program (GPSP), an educational scholarship to develop employee competencies; Great People Development Program (GPDP) and Great People Managerial Program (GPMP), a program to improve employee managerial and leadership capabilities. **Retaining:** Every talent at PT Dayamitra Telekomunikasi Tbk. has the opportunity to determine their own career planning, which is tailored to the needs of the company. At each level there is also a succession plan. Thus, the career track of a talent at PT Dayamitra Telekomunikasi Tbk. is clear.

## CONCLUSIONS

Talent management is an important process in every organization to identify, develop, and retain talented employees who can contribute significantly to company goals. PT Dayamitra Telekomunikasi Tbk. implements various strategies in their talent management, ranging from effective recruitment, continuous employee development, structured career management, transparent performance management system, to fair reward management. The company applies the three-form concept in the development program, namely functional/technical competencies, professional competencies, and leadership competencies, which are based on SOE core values. They also use tools such as OKR Dashboard to objectively monitor employee performance. PT Dayamitra Telekomunikasi Tbk. encourages employee development regardless of gender, and offers clear career plans and succession opportunities for each employee. Overall, the integrated talent management strategy implemented by PT Dayamitra Telekomunikasi Tbk. helps the company to create an environment that supports employee growth and development, and ensures that the company's business objectives are achieved through the contribution of talented and qualified employees. As such, it enables the company to remain competitive and succeed in the ever-evolving digital era.

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