

EMPLOYEE PERCEPTIONS ON THE IMPLEMENTATION OF TALENT MANAGEMENT AT PT PEGADAIAN OFFICE REGION VIII JAKARTA

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ABSTRACT

PT Pegadaian Regional Office VIII Jakarta is an organization that is committed to managing its internal talent well. However, to ensure the effectiveness of this program, it is important to evaluate employee perceptions of talent management implementation. This research aims to describe employee perceptions regarding the implementation of talent management in this regional office. This research uses a qualitative approach. Data collection techniques in this research were carried out using interviews and a literature study. The data that has been collected is then analyzed in three stages, namely data reduction, data presentation, and conclusion. The research results show that employees of PT Pegadaian Regional Office VIII Jakarta generally have a positive perception of the implementation of talent management. Employees assess that the implementation of talent management in this regional office has helped them to improve their skills and knowledge, helped employees to develop their careers, and helped employees to contribute better to the organization. However, several things need to be improved regarding the implementation of talent management, including communication about the implementation of talent management that needs to be improved, the talent selection and development process needs to be optimized so that the right employees can be identified and developed, and the evaluation and compensation system needs to be integrated with the implementation of talent management so that employee performance can be measured and rewarded more effectively.

Keywords: *employee perception, talent management, PT pegadaian*

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INTRODUCTION

Pegadaian Regional Office VIII Jakarta 1 covers several operational areas, including the Senen Area (Central Jakarta), Jatiwaringin Area (East Jakarta and Bekasi City), Kramat Jati Area (East Jakarta), Bekasi Area (Bekasi and Karawang), and Bogor Area (Bogor and Depok). In this area, there are a total of 55 branch offices and 376 outlets available to serve the community. Pegadaian presents a variety of products and services to meet customer needs, including Pawn services, Gold Savings, Arrum Haji for financing the Hajj Portion, Vehicle Installments, and various other products. Of these various products, Gold Pawning and Savings remain the most popular products and are Pegadaian's advantages in providing services to the community (Amah, 2017).

PT Pegadaian Regional Office VIII Jakarta is an organization that is highly dedicated to managing its internal talent carefully and effectively. This organization recognizes that the strength of the organization lies in quality human resources. However, to ensure the effectiveness of this program, it is important to evaluate employee perceptions of talent management implementation. Employee perceptions of talent management implementation refer to how employees view, understand, and assess the talent management program implemented in the organization where they work. This includes employees' understanding of the program's objectives, benefits, and how the program affects them personally. Employee perceptions of a talent management program can provide valuable insight into how successful

the program is, what needs to be improved, and how the program impacts individual employees.

Previous similar research was conducted by (Annisa Nugrahani1 &, Puspita Wulansari S.P, 2018) who examined the effect of implementing talent management on employee career development. The results showed that the implementation of talent management had a positive effect on career development at the Batam Enterprise Agency. Another research conducted by (Diniati et al., 2018) examined the implementation of talent management and the implications of work motivation on directorate employee performance. The results showed that talent management and work motivation together affected employee performance. Other research was also conducted (Wirawan, 2021) examining the evaluation of participants' perceptions of project management training. The study's findings revealed that every participant said they would employ project management concepts since they felt their competence had risen and they could now positively impact their agency's success. The training materials are based on what is anticipated and required for managing projects. Participants from a range of educational backgrounds are welcome to this course, but it is necessary to consider the implementation time for participants with social and humanities backgrounds.

The absence of research that specifically examines the evaluation of employee perceptions regarding the implementation of talent management at PT Pegadaian Regional Office VIII Jakarta is a novelty in this research. This research can help organizations, especially PT Pegadaian Regional Office VIII Jakarta, to understand to what extent the implementation of talent management has been effective. The research results can help companies identify areas that need to be improved or perfected in HR management. This research aims to provide a general overview of how employees view the implementation of talent management in this regional office.

METHOD

This research uses a qualitative approach. According to (Creswell, 2020) a qualitative approach is a research approach that is based on certain philosophical foundations that are used to conduct research within a scientific framework. In this method, research does not involve experiments, and the role of the researcher is very significant because he functions as the main instrument. This method focuses more on collecting data that prioritizes qualitative rather than quantitative characteristics, with an emphasis on understanding the underlying meaning. The data collection technique combines two main approaches, namely interviews and literature study. Interviews are used to obtain direct views from employees regarding their perceptions of talent management programs. In addition, literature studies were used to collect secondary data and relevant information from theoretical sources from the Google Scholar and Google databases.

Data reduction, data presentation, and conclusion are the three steps of the analysis that follow the data collection. The data reduction stage involves collecting all relevant data from various sources, such as interviews, or documents. The data obtained is then organized, compiled, and filtered to identify emerging patterns, themes, or issues. This process involves sorting important and unimportant data, as well as grouping data based on certain themes or categories. After being reduced, the data must then be presented systematically. This is done by crafting a narrative that highlights the most important findings and insights from the data

analysis. The purpose of presenting data is to make the information found easier to understand and access by readers or other researchers. The final stage in data analysis is concluding. At this stage, the researcher interprets the data that has been presented to identify the main findings, patterns, or meanings that emerge from the research.

RESULTS AND DISCUSSION

By its service, Gadai, which has the tagline 'Solving Problems without Problems', is a financial solution for lower-middle-class people. Because it is very flexible with various collaterals that can be used. Starting from gold, BPKB, and certificates, to various electronic equipment such as TVs, laptops, and smartphones. Meanwhile, Gold Savings has become a mainstay product because it was born to meet modern investment needs. Saving gold itself offers a variety of values. For instance, the Pegadaian Digital application is easy to use, the value is increasing, it's simple to withdraw money, and it's insured because it's operated by a state-owned company. These various advantages are of course a very appropriate public financial solution (Wolor et al., 2020).

The performance of employees is a crucial factor in determining the success of a company. Organizations work to improve employee performance to achieve their goals. A successful organization is one that can provide services to its customers, which can be observed and measured through the performance produced by the organization. An organization is a group of people who have a common goal and work together to achieve that goal. An organization is a system where mutual influence occurs between people in groups who work together for a certain goal. The emergence of an organization can be influenced by several things, including the presence of several people, cooperation, and goals. These things are interrelated with each other so that there is mutual dependence, they need each other and cannot be separated and stand alone without other supporting factors, including financial reports (Widodo, 2011). Meanwhile, The performance of an organization produces good results if it combines managerial performance and organizational performance. Performance is the result of work and an assessment of a person's work results in the world of work at an agency. Management is needed in determining performance so that the performance results of workers or employees achieve the results that are aimed by the company. (B. Usman, 2019). Employees perform badly on the job when there is either no work performance or low employee performance. This can hinder efforts to achieve company goals (Sudaryati & Nugraha, 2020). Meanwhile, job performance is the outcome of the job completed by an individual or group inside an organization based on their separate power and obligation to fulfill organizational goals ethically, within the bounds of the law, and morally (Pratini & Utama, 2016). Many factors can influence an individual's performance. According to Jaliah et al. (2020), individual performance, namely: 1) their abilities, 2) the motivation of the individual, 3) the support received by the individual, 4) the existence of the work they do, and 5) their relationship with the organization/company.

The effectiveness and efficiency of a manager in carrying out his activities in the organization can be measured using managerial performance. Managerial performance is used to help the organization achieve its goals. Additionally, organizational performance is used to gauge the efficacy and efficiency of the organization's efforts to realize its objectives (Napitulupu, 2017) states that the factors needed for successful performance are as follows:

1. Commitment from top management and leadership, namely strong commitment from top management and leadership is very important to create a healthy work culture, provide clear direction, and motivate employees. Without support from the top, it is difficult for organizations to achieve long-term success. Employee Participation and Middle Managers: Participation and Involvement
2. Participation of employees and middle managers as participation and involvement of employees and middle managers is very important to create an inclusive culture and motivate employees. This engagement also allows organizations to make optimal use of employee skills and experience.
3. Good performance culture, good performance culture: a good performance culture places focus on the results achieved and rewards employees who successfully achieve these targets. This culture creates a positive work environment and motivates employees to do their best.
4. Training and education, training and education are very important to increase employee abilities, improve productivity, and increase employee engagement. Training and education also help prepare employees for more challenging tasks and increase their awareness of changes in the work environment.
5. Making it relatively simple, easy to use, and understandable, a product or service that is easy to use and understand by consumers will enable the organization to reach the target market and increase customer satisfaction.

The success of the aforementioned performance was mostly influenced by management. The primary function of management in an organization is what sets it apart from other companies in terms of the services it offers to people. The management of the organization play a significant part in whether or not the organization is successful in fulfilling its objectives and social obligations. Managers are required to do their jobs effectively in order for the company where they work to successfully achieve its demands and goals (Rifai et al., 2021). There are several types of management, one of which is talent management.

Talent management is a methodical approach to locating, hiring, developing, keeping, and rewarding talented individuals. Talent management is used in the preparation of organizations to face the problem of skills shortages in the future. The problem of talent scarcity is a worrying universal problem. Nowadays, every company on the planet competes with one another for the same talent. To obtain competitive superior talent, organizations are implementing global integration trends that demonstrate standardization in recruitment, management and talent development (Wolor et al., 2020).

Talent management is a strategic approach used by organizations to manage, develop, and utilize individual talents to achieve organizational goals. It includes a range of practices and policies designed to identify, develop, retain, and motivate individuals with exceptional talents to make maximum contributions to the organization. Following are some of the main elements of talent management:

Identify Talent

Organizations try to identify individuals with extraordinary potential and skills who can help achieve organizational goals. This could involve processes such as identifying high achievers or potential future leaders. The talents possessed by employees can be assessed or identified

and then managed and developed by their organizations, often as individual talents and in managing talents as a group (Hardy et al., 2020).

Talent Development

Organizations aim to improve individuals' skills and abilities via suitable training, development, and education after their unique gifts have been found. This includes career development programs and special training. This talent development is related to human resource development in an organization which is essentially an effort to increase competitiveness against external environmental threats and an effort to increase innovative power to create opportunities (Cahyono, 2019). Organizations must be able to manage their human resources well for organizational goals to be achieved and ideals. Effective HR management is very important to be successful in today's highly competitive market. Things that must be done to manage HR effectively include all activities used by the company to influence the competence (talents), behavior, and motivation of all people who work for the organization (Irawati et al., 2017).

Placement and Assignment

Organizations seek to place talented individuals in positions that match their abilities and interests. Employee placement aims to place the right people in positions that suit the employee's interests and abilities so that existing human resources become productive. A strategy to maximize abilities and skills toward great job performance for the employees themselves is through appropriate placement but is also part of an employee development process in the future (U. Usman, 2020). This may include job rotation, promotions, or special projects.

Performance Management

Performance management refers to various activities carried out by organizations to improve individual and work unit performance. (Annisa Nugrahani¹ & , Puspita Wulansari S.P, 2018) stated that the first stage in performance management system activities is goal setting. Goal setting is an important stage because goal setting determines performance standards and the foundation for performance achievement. The second stage is evaluation regarding behavior and performance. At this stage, performance feedback and training are needed for future success.

Performance management is advantageous to the company as well as to managers and individuals. The advantages of performance management for organizations include bringing together team and individual goals with organizational goals, enhancing performance, inspiring employees, fostering commitment, upholding core values, enhancing processes for training and development, broadening skill sets, pursuing continuous improvement and development, and providing a basis for planning. Careers support initiatives for complete quality and customer service, prevent qualified individuals from leaving their jobs, and cultural change programs (Mujiasih, 2015). Talent management also involves effective performance management, including performance appraisals, regular feedback, and the development of individual performance plans.

Talent Retention

Talent retention is the process of retaining talented people on staff for a longer period of time. Any firm that has a high turnover of personnel suffers serious consequences, including decreased productivity and higher recruitment expenses for new talent. Organizations

categorize talent retention into two groups. Intrinsic and extrinsic. While intrinsic incentives are a variety of non-monetary perks that can satisfy employees' psychological requirements, extrinsic incentives are monetary rewards that can help workers meet their physiological demands (Efendi, 2021). To retain valuable talent, organizations must have an effective retention strategy. This could involve financial incentives, recognition, promotions, or exciting development opportunities.

Organizational Culture

The issue of adjusting to or integrating internal and external variables is connected to organizational culture, which is a comprehensive pattern of human behavior (Widodo, 2011). Employees will feel comfortable, supported, and appreciated if their workplace culture is aligned with what employees want. A company that prioritizes and always prioritizes work culture can become a strong company and can face difficult times and environmental changes that occur in business (Estikowati, 2016). An organizational culture that supports talent recognition, innovation, and career growth is important in talent management.

Talent management is not only applied to private organizations but also to public organizations, the Ministry of Finance (Kemenkeu), including pawnshops (Rifai et al., 2021). According to Iles et al. in Aji et al. (2019) state that there are four views on talent management: First, exclusive people, in this situation have a pretty limited definition of ability, focusing primarily on those who can significantly alter the company both now and in the future. Second, exclusive positions, businesses that concentrate on important roles inside the organization consider that identifying strategic occupations is the beginning point for talent management. Since those who hold these jobs are seen as talented, the top workers are positioned in key roles. Third, inclusive individuals have the capacity to elevate everyone in the company's estimation of talent. They are responsible for leading all workers to deliver great performance. This demonstrates that everyone plays a part in the organization. Fourth, namely Social Capital, the firm must concentrate on developing talent inside and keeping up-and-coming stars. This is due to the fact that company-specific elements, such as resources and capabilities, systems and procedures, leadership, internal networks, training, and team participation, have an influence on the performance of talent.

In assessing the success of talent management in a company, including PT. Pawnshops require employee perception. Employee perceptions of the support provided by their workplace organization are known as Perceived Organizational Support (POS). In addition, Employee perceptions about the extent to which the organization supports employees and the extent to which the organization is ready to help can also be called Perception of Organizational Support (POS) (Mujiasih, 2015).

The findings of the study indicate that employees have favorable opinions of the talent management program's execution at PT Pegadaian Regional Office VIII Jakarta reflect that this program has provided real benefits for them. Here are some important points that support this positive perception:

1. Improved Skills and Knowledge

Employees feel that the talent management program has helped them improve their skills and knowledge. This shows that training and development programs have been effective in providing resources for employee professional growth.

2. Career Development

Employees feel that this program supports their career development, this could mean a clear career path, promotional opportunities, or talent development programs that help them achieve their career goals.

3. Better Contribution to the Organization

The perception that talent management programs help employees contribute better to the organization reflects the effectiveness of the program for increasing employee performance. Talent management can also be a recognition of the contributions of outstanding employees.

4. Positive Influence on Motivation

Employees who feel that their organization cares about their development and growth tend to be more motivated to perform better. This can result in increased productivity and employee retention.

5. Recognition of Employees

Positive opinions of talent management initiatives also indicate the organization's esteem for its workers as valued resources, which may forge close ties between employees and the company.

However, several things need to be improved regarding the implementation of talent management, including:

1. **More Effective Communication:** It is important to improve internal communication related to talent management. This includes explaining more clearly to employees about the talent management program, its benefits, and its role in the process. More open and transparent communication will help employees understand the importance of this program. Communicating is a simple and very important thing and must be accessible because communication is the main factor that must be carried out in interacting and relating. Good communication is used to maintain good relationships between superiors and employees, employees and employees, or employees and someone who receives services (Estikowati, 2016).
2. **Optimizing the Talent Selection and Development Process:** The talent development and selection process requires updates. This involves the formulation of more precise and comprehensive selection criteria, as well as the use of better evaluation tools to identify employee potential and abilities. This process must also be more focused on developing talent that is relevant to the needs of the organization.
3. **Integration of Evaluation and Compensation Systems:** The performance evaluation and compensation system must be integrated with the talent management program. This allows for more effective measurement of employee contributions to organizational goals. Employees who excel in talent development must be rewarded fairly through appropriate compensation. Compensation is everything that an employee receives as remuneration for services provided by the organization for the work they have done, it may take the form of cash, directly or indirectly things, which the employee receives (Santika et al., 2020).
4. **Leadership Development:** A leader is someone who has the right to act to influence other people more than other people influence themselves. A leader must have the courage to take risks in deciding to produce a better change in the organization under him (Istika et al., 2022). So leadership development needs to be carried out to produce effective

leaders. Leadership development is an important aspect of talent management. Organizations need to ensure that their leaders have the skills and knowledge necessary to manage and develop talent within their teams. Ongoing leadership training and a more strategic approach to leadership development are needed.

5. Continuous Evaluation and Improvement: Implementing talent management is a continuous process. Therefore, companies need to have a continuous evaluation and improvement cycle for this program. Data and feedback from employees and other stakeholders should be used to improve the program over time.
6. Employee Participation in Decision Making: Involving employees in decision-making related to talent management can increase their involvement. The approaches to decision-making are divided into two, namely rational and emotional. Rational is related to decision-making that considers all alternatives with all the consequences of the choices made, arranges all the consequences pays attention to a definite scale of choice, and chooses the alternative that provides maximum results (Latifah et al., 2019). In essence, employee participation in decision-making can create a greater sense of ownership and responsibility in talent management and development.

PT Pegadaian Regional Office VIII Jakarta can be more effective in managing employee talents and achieving its business goals by improving these aspects. This will also increase employee satisfaction and retention and their contribution to the success of the organization.

CONCLUSION

Employees of PT Pegadaian Regional Office VIII Jakarta have a positive perception of the implementation of talent management in their organization. Employees see that these efforts have provided significant benefits, including improvements in personal skills and knowledge, opportunities for career development, and the ability to contribute more effectively to the company. However, research findings also identify several aspects that require improvement in the implementation of talent management. First, communication around talent management programs needs to be improved so that employees have a better understanding of the goals, benefits, and processes. Second, talent selection and development processes need to be optimized to ensure that the right employees are identified and receive appropriate support. Finally, it is important to integrate the performance evaluation and compensation system with the implementation of talent management so that employee performance can be measured more effectively and rewarded according to their contribution. For further research in evaluating employee perceptions in implementing Talent Management at PT Pegadaian Regional Office VIII Jakarta, several suggestions can be considered, including:

1. Evaluate Business Impact: Future research could evaluate the impact of implementing Talent Management on organizational performance, employee productivity, retention, and achieving other business goals.
2. Comparison with other companies: Comparative studies with other companies in the same or similar industries can provide additional insight into the advantages or disadvantages of implementing Talent Management.
3. Focus on Developing Employee Talent: Beyond just talent identification and retention, future research could evaluate the extent to which organizations invest in the

development of internal talent and employee capabilities for their growth within the company.

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