

## HUMAN RESOURCE OPTIMIZATION: BEST PRACTICES IN TALENT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

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### ABSTRACT

Human resources are one of the important assets for a company or organization. Maintaining high-value human resources is not something that is easy. Many workers in the millennial generation leave or leave the company without any clear reason, this is what many resource management are afraid of. human power. Because losing a worker is a normal thing that happens and burdens the company, such as lost productivity and damaged morale are one of the reasons behind the high price of losing a worker, therefore an optimal strategy is needed so that employees are comfortable and loyal to the organization or company. The aim of this research is to find out what efforts to optimize human resources are like. This research uses descriptive qualitative research methods and library research which is useful for expanding the discussion. The results of this research are that optimization efforts carried out by implementing talent management strategies by providing training, mentoring and education for employees can have a significant impact on performance for companies or government organizations.

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*Keywords : Optimization; Human Resources; Best practices in organizational performance*

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### INTRODUCTION

Unstable business competition in an organization or company can be overcome by improving the performance of its employees so that the company can survive and encourage company progress. Therefore, the real challenge faced by a management is trying to improve the performance of an employee because progress as the survival of an organization or company depends on the quality of the performance of human resources contained in the organization. The results obtained by an organization or company within a certain period of time are what is called performance to achieve these results need to be done such as standard work results, have determined the characteristics of the goals that have been made and accepted together. The central aspect of an organization or company is the Human Resources (HR) itself. The formation of an organization or company based on a vision for human needs, the mission of an organization is also implemented by humans. Whether an organization or company is successful or not, the efficiency of employee work is still something important, which is useful as a continuous renewal for the organization, increasing the weight of work results by the company, giving rights and obligations carried out by an organization as a form of empowering its employees (Anjarsari & Haryanto, 2021). Performance is the fruit of work that has a link to the important direction of an organization, customer satisfaction and has an impact on the economy. According to Rivai in his journal Dermawan (2022) performance is defined as a use of motivation and strength (Dermawan et al., 2022).

The knowledge load of a company's Human Resources (HR) can be assessed by the quality of competencies, organizational obligations, and the work done by employees (Anjarsari & Haryanto, 2021). To create creative and innovative human resource management requires multidisciplinary cooperation. When the covid-19 pandemic hit human resource management was fundamental in managing the crisis that occurred in the organization (Arismunandar & Faisal, 2023). According to Armstrong in his journal Dermawan (2022) Talent management is defined as a method of observing, stretching, taking, maintaining, and publicizing people who have talent. Meanwhile, according to Capelli in Dermawan (2022) talent management is the company's efforts through methods that are carried out as a fulfillment of human resource needs in the company, which aims to fulfill talent reserves and match workers who fit the job and on time based on the direction of the company's direction and the main organizational or business activities of a company (Dermawan et al., 2022).

Quality human resources need to be maintained properly and not something that is easy. Jumping fleas are the name of millennial workers who are mostly the global workforce, this is because workers can just leave a company without being based on any reason if they feel less able to remain an active employee. Human resource management in all companies is worried about this situation. Losing a worker is a normal thing that happens and burdens the company, such as lost productivity and damaged morale is one of the reasons behind the high price of losing a worker (Zulkarnain, 2021).

Through this background, this research aims to find out what efforts to optimize human resources are like, as well as the methods they use which are useful for knowing their effectiveness in the performance of an organization or company. An organization is a formal group of individuals with a common goal or direction and the organization becomes the source of life. An organization is a worker or employee who is distinctive, active and has the competence to think, react, and has a value that must be appreciated with the education and training provided (Ni'mah, 2022).

## **RESEARCH METHOD**

This research uses descriptive qualitative research methods that aim to provide a description of the situation and conditions or circumstances in a designed and precise manner (Bangun & Hariyono, 2019). As well as library research studies or library research useful for expanding the discussion. This method is applied as a collection of research prospects that are not originally sourced to support obtaining information and data. Information is obtained by reviewing through research reports, scientific books, theses and dissertations or other sources in the form of print or electronic. The implementation of this literature study seeks to obtain a framework of information about matters related to the research discussion. In this method, related and existing sources are also used as an increase in the topic discussed. Then the fruit of this research is affixed with an overview to deepen the material and form a summary to enrich yourself with existing knowledge (Nikodemus Thomas, 2015).

## **RESULT AND DISCUSSION**

### **Human Resource Management**

Human resources are the central factor of a company. The formation of an organization or company is based on various visions that are useful for humans, whatever the form of the direction of the goal, in the mission activities carried out by the human company that manages. Therefore, in all company activities humans are an important factor in it. In addition, human resource management also functions as regulating and managing human resources that are balanced with the vision of a company in order to achieve the direction of the organization properly (Hasmin & Nurung, 2021).

#### **1. Planning**

Planning is the first method when implementing a thought or idea for the future as well as the initial action of the arrangement of activities undertaken. Therefore, various kinds of tools are needed that can help take into account the development, atmosphere, and conditions that will occur during the implementation of the plan. A variety of approaches are needed to determine alternatives for future activities such as careful observation as a foundation when assembling a design. Through calculations and assumptions of the future, it will be easier to determine what will be done, by whom, when, and how. To get good results in human resource design, there are several levels that can be followed, namely: (Hasmin & Nurung, 2021)

- Analyzed organizational goals
- Keeping a record of the existing human resources
- Human resource reserves and expected demand
- Human resource imbalance taken into account
- Human resource design measures formulated
- Monitoring, control and feedback.

## 2. Organizing

Organizing is the arrangement of activities that are collected and describe the uses and activities carried out in each work unit, and collect them in a systematic order. Therefore, organization is a place to try to create an administrative structure framework, and organization is the management function of creating a structural framework.

In organizing, what must be considered is to describe the work done to avoid accumulation of work, conflicts between individuals, and minimize excessive special effects, such as lack of morale, ego that causes conflict. Therefore, the division of uses and activities is clearly needed.

## 3. Employee Grievance

Employee grievance is the use and activity of supplying and referring to the resources possessed in an effort to meet the needs of the organization through filling the places needed so that the company can run. In the employee grievance process, it is necessary to look at the match of the qualifications required in the place, the people who are positioned. Each individual worker gets the same opportunity or chance in raising the value or matching qualifications with empowerment programs with education or vocational training.

## 4. Implementation

Implementation is carried out in the same atmosphere and conditions of change and uncertainty. Attention is really needed in its implementation so that the use of time, costs, facilities, and personnel is carried out appropriately. Organized communication to help each other needs to be considered in order to create a company direction or goal. Prompt recovery is required when there is a problem in the monitorin.

## 5. Supervision

Supervision is one of the activities of a money company capable of ensuring compatibility of design and implementation in order to achieve company goals. The uses that play an important role in human resource management include planning, organizing, implementing, and monitoring. Staffing is one of the best uses of resources because it is part of the principles of human resource management. Interpretation of the atmosphere, conditions, and differences in positions has an unequal level of difficulty, humans certainly have experience, education, and differences in skills to complete certain jobs, therefore reliable management is needed to achieve the goals of a company.

The most important asset of an organization or company is its human resources. His contribution is very important, his form cannot be exchanged for other resources. No matter how the times will change following technology or whatever, human resources still play an important role in an organization or company. All the advances that occur will not function if there is no support from human resources themselves (Nikodemus Thomas, 2015). This is in line with the opinion of Utama (2022) in his research, which states that HR is a vital asset of the company because the progress or failure of a company is caused by the HR in the company itself.. The operation of a company is because humans have an important role because they can make thoughts in the form of ideas which are then applied as a form of activity that is valuable for a company (Novitasari, 2019).

Optimal human resources methods are a pair of methods and activities undertaken to solve company or organizational problems or issues related to people. It is related to the weather, habits, existing in the area around the workplace and stakeholders. Correct and effective methods need to be driven by bright structures and work habits. The application of methods that are driven through approaches that manage ways of working that can create professional work habits in an effort to achieve a goal or direction of the company or organization (Martoredjo, 2015). Empowering employees is a way of describing the ability of an organization or company to optimize human resources that are balanced with their competence and capacity by making education that later all workers in the institution have valuable competencies and make breakthroughs (Nusantoro, 2020).

Along with the times, changes in models or paradigms have been experienced by Human Resource (HR) management. Until now, it has gone through three stages of change, from the first personnel department, Human Resource Strategy, to talent management (Rejeki, 2016). Another

term for the method of managing human resources is personal management According to Flippo in his book Mulyati, et al (2022) states that human resources are managed first from the stages of preparing, organizing, directing, and regulating or controlling the recruitment of workers, increasing, restitution, consolidation, utilization and dismissal of the workforce which functions as a way to achieve a good corporate or organizational goal (Mulyati et al., 2022). The improvement of human resources is useful for efficient work operations, effective work operations, strengthening relationships, encouraging quick decision making, raising morale, supporting revealed management, establishing effective communication and helping a familiar environment (Sarwani et al., 2022).

## **Talent Management Implementation**

### **1. Implementation at PT Pas Indonesia Timur**

PT Pas Indonesia Timur is a local company that operates in the field of construction as well as reserves or suppliers. The construction projects carried out by this company are such as one of them is a construction project in preparation for the opening of a new mining company. PT Pas Indonesia Timur implements talent management practices specific to certain sections that are carried out directly and under the responsibility of the Human Resources (HR) department and the company. PT Pas Indonesia Timur defines talent management as a human resource asset that has the value of being managed or contributing to the performance of a company or organization (Dermawan et al., 2022). According to Iwan and Ashar in Malika Irfani's journal (2022) that today the biggest hurdle for management is leading the talent war in the current conditions of companies competing with each other in order to get their best talent (Malika & Irfani, 2022).

The emergence of talent management stems from the belief that talent is the difference between good or bad competitiveness of a company or organization (Rachmadinata & Ayuningtias, 2017). This activity functions as selecting people who are appropriately assessed and have the strengths to participate in efforts to improve the performance of a company. The following are the levels carried out by PT East Indonesia in implementing the talent management program, namely as follows (Dermawan et al., 2022) :

- a. Conduct Employee Talent Mapping  
Useful as observing employees who have strengths or potential and abilities compared to previously agreed qualifications.
- b. Talented Employees Developed  
Talented employees are developed and strengthened so that employees are in line with the ambitions of a company and have the ability to occupy systematic positions that are nominated.
- c. Talented Employees Placed  
Employee placement is carried out in proportion to the strengths and abilities possessed by employees so that they are expected to be able to provide maximum participation in efforts to improve the performance of a company.
- d. Keeping Talented Employees  
The company provides financial or financial and non-financial rewards based on performance as a form of effort to maintain employee loyalty (Dermawan et al., 2022).

### **2. Knowledge Management**

PT Pas Indonesia Timur implements knowledge management practices that are carried out by the Knowledge Management (KM) Team under the responsibility of Human Resources and the company. Knowledge management is defined by the company as a framework or arrangement of designed stages in knowledge assets that are managed, namely, collecting, storing, and using knowledge or knowledge to improve the performance of a company on an ongoing basis. The following steps are taken by PT Pas Indonesia Timur in the practice of knowledge management as follows:

- a. Fungsi Collect

With the collect function, tacit knowledge is collected by the KM Team working with explicit knowledge from employees and companies. This knowledge is collected by organizing several activities such as Community of Practice, Knowledge Sharing, Capturing and Innovation Work.

b. Connect function

The collection is then disseminated through the Knowledge Management Team so that employees are able to reach out compared to the needs and authorities they have. by procuring several activities such as Community of Practice, Knowledge Sharing, Capturing and Innovation Work.

c. Documented Function

The activities documented by the Knowledge Management Team are held by collecting and disseminating knowledge by procuring several activities such as Community of Practice, Knowledge Sharing, Capturing and Innovation Work, and stored in the Knowledge Management place. (Dermawan et al., 2022). An innovation is considered necessary as a procedure that has an important effect and has high competitiveness so that businesses can survive in today's global industry (Puryantini et al., 2017).

Based on the results of research conducted by Dermawan, et al (2022) found that simultaneously the implementation of Talent Management and Knowledge Management has a substantial effect on employee performance. Through the results of this study, it is able to link the theory of Venkateswaran in his journal Dermawan, et al (2022) which states that it is appropriate to implement talent management and knowledge management together with four other essential methods that form the basic needs, as well as being a margin for a company, namely the talent management method functions as organizing the design structure, as a support for company methods, and methods used as employee development and maintaining employee existence. Knowledge management functions as a company's method of developing an employee. (Dermawan et al., 2022). Based on the results of research conducted by Dermawan, et al (2022) found that simultaneously the implementation of Talent Management and Knowledge Management has a substantial effect on employee performance. Through the results of this study, it is able to link the theory of Venkateswaran in his journal Dermawan, et al (2022) which states that it is appropriate to implement talent management and knowledge management together with four other essential methods that form the basic needs, as well as being a margin for a company, namely the talent management method functions as organizing the design structure, as a support for company methods, and methods used as employee development and maintaining employee existence. Knowledge management functions as a company's method of developing an employee. (Anisah & AS, 2020).

### **3. Implementation of Human Resources on the Performance of the State Civil Apparatus**

In the Law of the Republic of Indonesia No. 5 of 2014 concerning the state civil apparatus, abbreviated as ASN, is a job for civil servants and workers in the government (Afriyana, 2022). The word optimal in the Big Indonesian Dictionary has the best meaning, while optimization itself is a mechanism for making something better (Pradana et al., 2023). Optimizing the performance of the state civil apparatus requires strategic aspects through talent management and developed competencies. In this dynamic period, the quality and skills of ASN need to be improved. The performance of the state civil apparatus in improving the quality of public services. The optimal performance of a state civil apparatus can provide good quality, responsive, and effective services to the community. Optimal or not organizational performance can be influenced by the lack of contribution and compassion and desire to achieve a company or leadership goal (Rattu et al., 2022). According to the results of research conducted by Ahuja and Tandon in Mustamin's journal (2023) well-managed talent is proven to be positively related to improving individual performance. The following are the talent management methods and competencies developed by the state civil apparatus (Mustamin, 2023):

- a. Observing or identifying Talent. The first stage in implementing talent management and developing the capabilities of the state civil apparatus is the identification or observation

- process. This process can be done by considering the ability, performance and the use of a truly objective measure. The fruit of this observation will be the initial basis for the proper design of the capability development program activities that will be carried out.
- b. Competencies to be developed. This is the next stage after the talent observation is done, by designing and working on a capability development program activity for the state civil apparatus. The program activities can take the form of training, mentoring or career development. Lepak and Snell argue in their journal Mustamin (2023) that capacity building must be continuous and integrated with the needs of the state civil apparatus. Providing opportunities for ASN is needed as a significant increase in technical and administrative abilities in conjunction with the work or duties and responsibilities of a state civil apparatus. In its development, it can also include seminars, discussions, or external guidance to reach a wider range of ASN knowledge (Mustamin, 2023).
  - c. Career Management. Career management is a strategic part of talent management. An employee of the state civil apparatus who has the ability will be given the opportunity to improve the career of work in the organization. This can be done by promotion, rotation of positions, or special jobs in order to reach a broad and skilled ASN experience. According to Cascio in his journal Mustamin (2023) said that proper career handling can increase ASN's pleasure at work. ASN employees also see that career opportunities will be more inclined to be enthusiastic and motivated to participate optimally.

Talent management and capacity building of the state civil apparatus play an important role in optimal ASN performance and improving public services. Through the approach of observation, improvement, and utilization of talents and individual abilities, it is possible to achieve good results in government organizations. Capacity building also helps and makes the state civil apparatus more professional at work and strengthens the good name of public services. (Mustamin, 2023). Sumber daya manusia melekat hubungannya dengan sebuah organisasi secara keseluruhan dan perancangan SDM yang bagus (Julianry et al., 2017).

The abilities of human resources that must be possessed are; First. Substantial knowledge is the ability of knowledge that has psychological and analytical mental elements. Second. Knowledge in accordance with the situation means that the knowledge of the competence of company or organization employees is drawn to digest the conditions around the workplace environment in the realm of nature, social, habits and weather in the workplace. Because habits or culture are a vital part that has an impact on performance apart from organizational aspects, the human resource capabilities that must be possessed are; First. This is the ability of knowledge that has psychological and analytical mental elements. Second. Knowledge in accordance with the situation means that the knowledge of the competence of company or organization employees is drawn to digest the conditions around the workplace environment in the natural, social, customs and weather in the workplace. Because habits or culture are a vital part that has an impact on performance apart from the organizational aspects of the workplace (Kurniawan, 2013). Third. Skilled mentality, in which a person shows his knowledge ability to process numbers, perform mathematical fraud, and the mental readiness of employees in responding to a phenomenon or event that occurs in the area around the workplace. Fourth. Skilled social, which is a person's ability to get along with communication with others correctly, smart in forming a happy atmosphere environment, happy in increasing cooperation with coworkers who have different backgrounds, talents and competencies. Fifth. Competence in verbal expression, which is someone who has the ability when communicating various knowledge of thoughts. This competence is recognized by one's skill in verbally expressing difficult concepts in a light and easy way, in order and in the correct word order. Sixth. Manual skills, where a person is able to use parts of his body to create services or products that have high selling value. The existence of this ability is recognized by one's skill in using various kinds of production tools, removing and reassembling equipment and maintaining production equipment (Sihite, 2018).

## CONCLUSION

Through the above research, it can be concluded that human resources are one of the most valuable assets because the reputation or good name, progress or bad of a company or organization is seen from how the human resources in the company or organization. There are several steps that can be taken to optimize human resources, namely through; Planning, organizing, employee complaints, implementation, supervision. As the impact of its implementation is felt by PT East Indonesia. Based on the results of research conducted by Dermawan, et al (2022) it is found that simultaneously the implementation of Talent Management and Knowledge Management has a substantial effect on employee performance. Through the results of this study, it is able to link the theory of Venkateswaran in his journal Dermawan, et al (2022) which states that the implementation of talent management and knowledge management coincides with four other essential ways that form the basic needs, as well as being a margin for a company, namely the talent management method functions as organizing the design structure, as a support for company methods, and methods used as employee development and maintaining employee existence.

The collection is then disseminated through the Knowledge Management Team so that employees are able to reach out compared to the needs and authorities they have. by procuring several activities such as Community of Practice, Knowledge Sharing, Capturing and Innovation Works.

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