Implementation of The Talent Management Program at PT Savoria Kreasi Rasa Area Head Office Jakarta Pusat

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Abstract
Talent management is critical in developing human resources in every company. Talent management is about having a competent and experienced team and a process that includes various stages, including employee resource search, recruitment, and continuous development to encourage employee retention. To measure policy effectiveness, PT. Savoria Kreasi Rasa Area Head Office Central Jakarta uses General Electric theory, emphasising four main aspects: Attract, Develop, Manage, and Retain. This research uses qualitative analysis methods to provide valuable insights for company management, human resource practitioners, talent management, and organisational development researchers. The results of this research show several factors that influence talent management, starting from the business achievements first, succession planning, a recruitment process by the required criteria based on MPP (Man Power Planning), carrying out the onboarding process for new employees, an assessment system employees use Key Performance Appraisal (KPA), develop training, and communicate through the Savoria Portal. Talent management at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta has been running quite well. However, its implementation has several shortcomings, so it is still in development, with room for improvement.

Keywords: Talent management, Development, Execution.

1. Introduction

Effective resource management is essential for the success of any organisation or company. Human resources (HR) play a vital role among the resources owned by an organisation or company. Human resources are permanently attached to other resources in

an organisation, which function as the primary determinant of their existence and ability to contribute to achieving organisational goals effectively and efficiently. In this highly competitive business era, a company's success depends not only on traditional factors such as product or service quality. However, this is also influenced by internal and external environmental factors. Recognising the importance of extraordinary and high-potential human resources in achieving business goals, companies are now adopting a strategic approach to talent management.

According to Wicaksana et al. (2021:29), talent management is a series of human resource processes in identifying, managing, and developing a person's abilities based on their performance to get employees who suit the work expected by the company. Talent management must include three main processes as a component of the HR management process. The initial process involves coaching and empowering new employees as they join the company (onboarding). The second process focuses on developing and improving the skills of existing employees in the organisation. Finally, the third process aims to attract highly skilled, dedicated, and ethical individuals who desire to contribute to the company's success. Talent management is a combination of initiatives carried out by companies to create business advantages by optimising talented employees (Wicaksana et al., 2021:29). To maintain a competitive advantage, organisations must engage in the essential practice of talent management, which involves identifying, developing, and retaining skilled employees who contribute to ongoing business success.

PT. Savoria Kreasi Rasa Area Head Office Central Jakarta, a company operating in the food and beverage industry, realises the importance of managing talent to support growth, innovation, and long-term survival. The importance of quality and highly empowered human resources in achieving business goals has caused companies to take a strategic approach to talent management. Talent management programs are becoming more popular for identifying, developing, and retaining talent that positively affects organisational performance. Applying talent management in a company involves not only recruiting and firing employees. Instead, it is a continuous process that includes various stages, including the search for employee resources, recruitment, and constant development to encourage employee retention. Therefore, talent management regulates the selection of individuals who join the company and determines who may ultimately leave the company. Implementing talent management is the key to developing human resources in an agency. Therefore, this research will involve an in-depth investigation regarding implementing the Talent Management Program at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta. By understanding such programs' processes, challenges, and impacts, this research aims to provide valuable insights for corporate management, human resource practitioners, and researchers in talent management and organisational development.

2. Research Methods

The approach used by the researcher is a descriptive qualitative method; the data used is primary and secondary data collected by the researcher himself directly from the first source or place where the research object was carried out. According to Sugiyono (2020:9), qualitative research methods are research methods used to research the conditions of natural objects, where the researcher is the key instrument, data collection techniques are carried out through triangulation (combined), data analysis is inductive, and the research results are qualitative

emphasises meaning rather than generalisation. The informants used in this research were the PT management team. Savoria Kreasi Rasa Area Head Office Central Jakarta, totalling 2 people. Next, the data collection technique is carried out using observation. This observation process was carried out by directly visiting the office of the research object, namely PT. Savoria Kreasi Rasa Area Head Office Central Jakarta. Then, this data collection technique was carried out by interviewing a trusted management team from Savoria Kreasi Rasa to provide information regarding implementing the talent management program at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta.

3. Results And Discussion

The talent management process is essential in employee career development at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta. This functions as a means of assessing each individual's competence and abilities, which becomes the basis for decision-making regarding their placement in structural and functional positions. Apart from that, the talent management program at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta provides valuable insight to employees regarding their career development, including various stages and processes. To measure policy effectiveness, PT. Savoria Kreasi Rasa Area Head Office Central Jakarta uses General Electric theory, emphasising four main aspects: Attract, Develop, Manage, and Retain. These aspects become benchmarks in assessing the success or failure of talent management initiatives carried out by the company. Based on interview findings and observations related to various aspects of the talent management program, primarily related to the General Electric model, it can be seen as follows:

Attract

According to Zunaidah and Nabawi (2020:28), attracting talent is a series of processes to obtain the best people and place employees according to their abilities. Organisations use a variety of methods to identify and attract talent. The goal of attracting talent is to proactively fill job vacancies with qualified individuals at the right time. According to Putra (2022), this process is the first step that determines the success of talent management in the organisation. In talent management, employees with good abilities and potential are needed. This process must attract employees so they can enter the talent management talent pool.

Talent Planning

According to Setiyati and Hikmawati (2019), human resource planning is an integrated ability of an individual's thinking power and physical strength, behaviour, and characteristics determined by heredity and environment, while work performance is motivated by the desire to fulfil his satisfaction. Talent planning includes talent needs analysis, identification of company key positions, and talent pool analysis. The talent planning process must be aligned with the company's future needs and implemented as accurately as possible. This can provide advantages in building a growth-oriented team. There are several indicators in talent planning, namely:

Talent Needs Analysis

With talent management, companies must be able to analyse talent needs to help identify gaps between current and future employee competencies, skills, and behaviour. The purpose of talent needs is to help align talent strategy with business strategy and provide a basis for designing and implementing effective learning and development interventions. The results of

the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa Area Head Office Central Jakarta, Mrs. Didiet Fadriana Abdulkadir, said:

"Usually, each department will measure its needs by submitting it to HR regarding ongoing business development, whether there are changes to the business or whether there are bigger business targets, so this will influence the needs of each division. Then, HR will carry out a budgeting analysis of the proposal. In entering the new year, PT. SKR always provides business direction or what we usually call a business plan. "Each BU (Business Unit) will discuss ways to achieve the business plan."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa Area Head Office Central Jakarta, Mrs Christina Wibisono, said:

"In analysing the talent needs at PT. SKR, we have to look at its business achievements first. What this means is what kind of strategy this business has. For example, adding new variants is a strategy to expand the market. Then, we analyse the fact that launching a new product requires production facilities, additional machines, and additional employees. Of course, we will calculate the additional assets and employees needed to fill the existing vacancies."

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta has a structured approach to talent management that supports business strategy and company growth. HR's involvement in connecting talent needs with business achievements shows a holistic approach to managing the company's human resources.

Identify Key Company Positions

The first step in the Talent Management Framework is identifying critical positions in the organisation. This includes roles that significantly impact the company's performance and success. This identification helps determine where the best human resources should be allocated. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"PT. This SKR has a kind of succession planning. This will be related to important positions in the company, so there will be no vacancies, especially key positions. PT. SKR will, of course, anticipate in advance."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Identify the critical position and return to the strategy and business goals. For example, PT. SKR will launch a product that needs good quality checking, so the factory's critical position is QC (Quality Control). Because we are food and beverage producers, the required position is automatically in the factory's food and beverage production place.

Based on the results of these interviews, there are research findings that in identifying the company's key positions, emphasis can be placed on the strategy and business objectives that have been determined by implementing succession planning so that it will ensure that the availability of human resources can be allocated according to their competencies.

Employee Recruitment

The company will consider business growth, operational needs, and position criteria in workforce recruitment. The recruitment process is usually based on their competencies, experience, and educational background. The recruitment process can be carried out internally or externally. Internal recruitment means providing opportunities for employees who have more competence to fill vacant positions through promotions or position rotation. Meanwhile, external recruitment involves candidates from outside the company via the web,

print, and social media advertisements to fill vacant positions. Employee recruitment aims to increase company productivity with competent and qualified human resources. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Requirements for PT recruitment. This SKR can be for fresh S1 graduates or those with experience. Each has limitations; fresh graduates can only be at a certain level, but those with experience in their field can occupy key positions. For example, in the product development section, the criteria are based on experience similar to the field. Recruitment at PT. SKR can be done externally or internally. External recruitment means we look for candidates from outside the company. "Our internal recruitment first looks at the competency of employees who can fulfil the required positions."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"At PT. SKR, of course, has a recruitment process. The request for workers must be based on the current year's MPP (Man Power Planning), which the director has approved, and whether they are resigning, retiring, or adding workers. The first stage is searching and selecting candidates by determining detailed age, education, and experience qualifications. This process can be done by looking for internal or external references or through job search sites such as Jobstreet and LinkedIn, conducting internal company recruitment to universities, and conducting Headhunters (only for division head positions and with the director's approval). The second stage, namely the selection stage, consists of an administrative selection containing the candidate's personal data and CV qualifications that match the requirements and a competency-based interview stage containing HR and user interviews. The third stage is the psychological examination stage, to explore work attitudes and the suitability of the prospective employee's character with the job criteria. The fourth stage is a medical examination or check-up to determine whether the prospective employee is fit to work. "The final stage, if everyone meets the requirements, then they enter the final job offer stage."

Based on the results of these interviews, there are research findings that the employee recruitment process can be for fresh graduates and experienced ones, both of whom have limitations. The recruitment process can be external or internal, with external recruitment looking for candidates from outside the company and internal recruitment focusing on candidates' skills within the company to fulfil the required position. This recruitment process can go through several stages per company policy.

Talent Criteria

In carrying out talent criteria, companies must assess employees or prospective employees with potential and abilities according to the type of work. Each company's talent criteria vary significantly according to their needs. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"The talent criteria must, of course, be aligned with the position levels at PT. SKR. There are 10 job levels with 5 levels, called Groups. Group A levels 1-3 consist of junior staff, staff, and officers. Group B level 4-6 consists of supervisor, senior supervisor, and assistant manager. Group C level 7 which consists of managers. Group D level 8 consists of senior managers. Group E level 9-10 consists of general managers and directors."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"At PT. SKR prioritises finding individuals with the talents necessary to actively contribute to achieving company goals and sustainable development. We also significantly emphasise combining specific skills, attitudes, and values when evaluating talent potential."

Based on the results of these interviews, there are research findings that PT. SKR has talent criteria that cover many things. Companies examine candidates' skills, experience, attitudes, and values. This shows that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta is committed to recruiting individuals who have the potential to become leaders and contribute positively to the company.

Employee Orientation

Employee orientation is carried out by the supervisor, HR team, or both directly at the start of a new employee's work period. This activity contains the company background, vision and mission, products produced, organisational structure, duties, and responsibilities of each employee. The goal is for new employees to adapt to the company's work environment quickly. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*New employee orientation includes product knowledge, introduction to the organisational structure, introduction to the company, introduction to facilities, and introduction to SOPs. Because PT. "SKR is a company in the food and beverage sector, so we try to introduce the products we have produced and the duties to each new employee.*"

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*We call it the onboarding process; during this process, the first is corporate induction. So, new employees are introduced to PT in detail. SKR in its entirety. Then, an introduction to the job desk and what new employees must do. Next, there is a trial period, usually at PT. The probation period for SKR is 3 months; if you pass, you will be appointed as a permanent employee. The assessment system depends on when he was accepted as a member; if he were accepted as a permanent employee with a probationary period, the assessment would be a 3-month probationary period. "However, if you are on contract status, usually within 6 months, there are 2 assessments, namely in the first 3 months and the second 3 months.*"

Based on the results of these interviews, research findings emphasise the importance of PT orientation. Savoria Kreasi Rasa Area Head Office Central Jakarta, which is comprehensive for new employees, includes understanding products, organisational structure, and company procedures and giving precise tasks. A good onboarding process also consists of a trial period that new employees undergo before being appointed permanent employees, with assessments adjusted to their acceptance status. These steps ensure good integration and compatibility between new employees and the company's work environment.

Talent Management Socialization

Talent management outreach needs to be carried out regularly, especially when there are changes or improvements in talent management. This socialisation aims to increase employee understanding and acceptance of talent management so they can actively implement it. The talent management process is implemented through outreach activities to all employees. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*The HRD team usually coordinates socialisation activities with the assistance of the marketing team for product knowledge. "This social activity is carried out on-site or virtually.*"

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*The person carrying out the outreach is the HRD department, explaining the work process and evaluating performance. From there, it will be seen whether employees need further development skills. "Then there is the Coaching and Counseling process, in which there is a dialogue between*

superiors and employees who will evaluate each other's shortcomings and overcome them by providing training and a career plan."

Based on the results of these interviews, research findings show that socialisation activities are essential to improve employee performance. The HRD team conducted this socialisation activity to explain the work process and performance assessment. The performance assessment will determine whether employees need further development skills or not. Coaching and counselling will be carried out if employees need additional development skills.

Attract Talent Pool

Talent pooling is an effective way to find the best employees by screening candidates in the labour market. Candidates in the talent pool are considered to have extraordinary performance, high abilities, special skills, and talents that stand out from the workforce. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Talent pool at PT. SKR exists. "This talent pool can be used as a reference point to see the competency and capacity of each employee to be included in our probability business plan."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Currently PT. "SKR already has a talent pool. Because with this talent pool, we can strive and improve the company's human resource capabilities."

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta is committed to improving the company's human resource capabilities. This is proven by a talent pool that shows each employee's competency and capacity.

Develop

Talent development is a process of exploring the potential of employees so that they develop competencies that the organisation needs in the future (Wicaksana et al., 2021:201). The success or failure of talent management in meeting the organisation's need for the best people depends significantly on the effectiveness of the employee development process. This includes identifying workers' talents and goals and helping them develop the knowledge and skills they need to achieve those goals and meet the company's needs. To provide optimal benefits, companies are expected to maximise the abilities and skills of each employee in the talent management process. The things that can be done are as follows:

Work management

According to Wijaya and Hidayat (2022:2), performance management is a process of creating a collective understanding of what must be achieved in an organisation and how it must be achieved, as well as how to organise people using appropriate methods to increase the possibility of achieving goals in the organisation. Performance appraisal is a tool for measuring employee performance and as a basis for mapping employees against predetermined criteria. There are several indicators in performance management, namely:

Performance Targets

Performance targets are a benchmark for assessing success in achieving desired results for an organisation, team, or individual. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Performance targets are usually within 1 year."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*Performance targets are determined annually; at the beginning of the year, usually superiors and subordinates sit together to prepare KPA (Key Performance Appraisal). Determined from the business strategy (for example, expanding the market by launching quality and premium products). Does the target want to add outlets or launch new products? From there, the indicators are determined, for example, whether the launch is on time or must be acceptable to consumers for that price. Then, the performance measurement was carried out at PT. SKR is annual but monitored every 3 months and 6 months.*"

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta has a planned and measurable performance management system. This performance management system ensures that employees work according to the targets set.

Employee Appraisal System

Each company certainly has different employee performance appraisal methods. Employee performance evaluation can be done by looking at the employee's work results over a certain period. The aim is to develop the competence and motivation of each employee. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*The employee appraisal system uses Key Performance Appraisal (KPA). Each team creates the KPA they want to assess, including target achievement. At the end of the year, there will be a KPA to measure the achievements of each employee.*"

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*This assessment system helps companies identify key resources and highlights performance improvements. If at PT. SKR assessment is at least done at the department head level. A department head assesses his team.*"

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta has a structured and objective performance assessment system. This assessment system ensures that employee performance can be measured and evaluated accurately.

Employee Mapping

Talent mapping is an effective Talent and Potential Assessment for HR Management, Team Building, Recruitment, Career and Education Planning, and Family Relationships and Parenting (Satryawati et al., 2023). In general, talent mapping activities are carried out as an assessment, namely an effort to find individuals who fulfil specific competencies to carry out a job that is the authority and responsibility at a position level. There are several indicators to view employee mapping, namely:

Talent Mapping Process

Talent mapping is based on employee assessment and position criteria. Carrying out talent mapping ensures that the company can identify employees according to their abilities, talents, and skills. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*The mapping depends on the company, looking at where the company needs to go, whether there is a need for rotation or preparation for a replacement.*"

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"We already have a blueprint/draft if we map it to each person after the person enters PT. SKR."

Based on the results of these interviews, there are research findings that the talent mapping process must be based on the company's needs and the abilities and potential of each employee. Employee mapping can also be done after employees join PT. Savoria Kreasi Rasa Area Head Office Central Jakarta.

Talent Competency

Talent competencies focus on attributes that can support superior performance and positive contributions to organisational goals. The competency of each employee or talent is determined by their educational background, experience, and evaluation, so it becomes a crucial factor in talent mapping. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"If you have worked from achieving the Key Performance Appraisal (KPA). "From the recruitment process, it must be seen from the educational background and suitability of experience with the position being applied for."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"For competency, the measurement is professional level. PT. SKR currently has general competencies that apply to all employees. Then there are also special competencies related to expertise."

Based on the results of these interviews, there are research findings that the talent competencies possessed by employees already working can be seen through KPA. Meanwhile, the talent competency of prospective employees can be seen through the recruitment process by paying attention to their educational background, experience, and skills.

Employee Development and Learning

Based on the mapping process for each employee, attention also needs to be paid to their development and learning. HR development must adapt to the talent competencies of each employee. In the employee development and learning process, there are several indicators, namely as follows:

Talent Development Program

Talent management relies heavily on essential aspects of talent development because it is necessary to nurture and improve existing talent through various means, such as training and certification. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Talent development program at PT. This SKR goes through training. So we will prepare the training for the previous year by adjusting the company budget. Every year, there will be training."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"What SKR is currently doing is still providing competency gaps. When competency is measured, it is not certain that everyone's level is right; there could still be a gap. "Currently, the training carried out by SKR is only pursuing this GAP."

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta is committed to improving employee

competency. This is proven by the existence of an employee development program that focuses on increasing competence. This employee development program ensures employees have the competencies to achieve the company's business goals.

Talent Training

Improving and developing employee skills and performance is essential to talent management. PT. Savoria Kreasi Rasa Area Head Office Central Jakarta emphasises their workforce's continuous development and progress. It recognises them as valuable human resources who contribute to achieving company goals. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Yes, providing employee training is one of the goals of talent management."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Of course, at PT. This SKR has several types of talent training: external, internal, and in-house. The training can also be face-to-face teaching meetings in class, workshops, skills training, or online training. At the end of the training, we will ensure the effectiveness of the training, namely an increase in training abilities, knowledge or skills. The way to do this is by comparing the pre-test and post-test scores."

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta has comprehensive talent management. This talent management includes various components that aim to improve employee competency, develop employee careers, and provide fair compensation to employees.

Manage

As a company that produces food and drinks, PT, Savoria Kreasi Rasa Area Head Office Central Jakarta must have talented people who perform well and are of good quality. Therefore, PT. Savoria Kreasi Rasa Area Head Office Central Jakarta organises its employees to create superior performance. This can be done by looking at the talent management process, determining talent pool criteria, employee assessment, timing, and communication.

Specificity

To ensure optimal performance and overcome any deficiencies, it is essential to have clear and specific employee placement guidelines. By providing detailed information and implementing adequate procedures, organisations can increase stability and identify individuals with the necessary skills and qualifications for strategic or structural roles. This assessment considers factors such as an employee's background, area of expertise, and training experience. To achieve this, it is necessary to implement strong talent management practices, including division of work areas, responsibilities and central functions, and delegation of authority.

Implementation of Talent Management

Talent management at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta is already running, but there are obstacles to or problems with implementing policies or plans. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Talent management at PT. SKR has been running well. However, there are still several things that need to be improved."

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*At SKR, talent management is running quite well, but there is still a lot of room for improvement that can be made because PT SKR has only been running for 8 years, so it is still relatively new. So it is still not perfect, and a lot still needs to be improved.*"

Based on the results of these interviews, there are research findings that talent management at PT. Savoria Kreasi Rasa Central Jakarta Head Office Area has been running well; however, by making several improvements to the aspects mentioned above, PT. Savoria Kreasi Rasa Central Jakarta Head Office Area can be more effective and efficient.

Effective Communication

Effective and efficient communication will change attitudes or influence the message's recipient. When we communicate effectively, both the sender and receiver feel satisfied. Communication is also essential in talent management because it helps create good performance. In this case, managers must establish effective communication to foster a shared point of view with their employees. The goal cannot be achieved if the manager's statement/instruction is not understood or partially accepted. Effective communication plays a vital role in creating a healthy work atmosphere. Employees must realise clear and correct instructions from their superiors. Problems arising must be resolved through discussion as quickly as possible. Suppose elements of vertical (managers and employees) and horizontal (colleagues) conflict exist in a company and can continue. In that case, it can potentially disrupt the stability of the work atmosphere. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*In building effective communication, of course, PT. SKR is assisted by an information system from the IT team owned by PT. "SKR has created a Savoria portal to communicate all matters relating to employees and understand the applicable SOPs.*"

The results of the researcher's interview with the Head of the HRGS Division of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

> "*So, in building effective communication, PT. SKR has several ways. First, PT. SKR can use a medium to convey this communication. In this media, people can get various information about the company. Then, there is also an SOP so that employees know what a job function means, the work standard, and the work principles. Then, there is a monthly meeting; this monthly coordination meeting can monitor the PT. This SKR can achieve its annual goals. Therefore, the business unit is monitored monthly to see whether it is still out of track. "Meanwhile, in smaller sections, for example, divisions or departments, we usually carry out work coordination weekly or what is usually called a weekly meeting.*"

Based on the results of these interviews, there are research findings that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta implements effective internal communication to convey information and ensure employees understand the applicable SOPs. Internal communication is carried out through various channels and has clear objectives.

Retain

PT employee retention. Savoria Kreasi Rasa Area Head Office Central Jakarta is currently an essential activity because the loss of good employees who were developed as a result of the company's human resource development program will be very detrimental to PT. Savoria Kreasi Rasa Area Head Office Central Jakarta. Employee retention can be achieved by increasing benefits, maintaining a friendly and good work environment, and providing new

challenges in every company activity. Therefore, PT. Savoria Kreasi Rasa Area Head Office Central Jakarta itself uses various methods to retain its employees as follows:

Succession Planning

A succession plan identifies future staffing needs and the people with the skills and potential to fulfil those roles. This is relevant to all companies, from the largest to the smallest. The planning process intends to create a talent pipeline to keep the organisation running without interruption when staff turnover occurs. Effective succession planning is carried out by assessing staff needs that may arise and creating long-term goals and strategies to address these gaps, including through leadership development. Succession planning ensures the business can continue running smoothly after important roles become vacant. An organisation may want a succession plan to maintain internal company knowledge, identify skill gap needs for training, and invest in employees. This process helps identify employees with the right skills and talents who can fill vacant positions. The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"The goal of position succession must continue to be ongoing to maintain business continuity. The succession procedure itself involves planning and mapping by looking at needs."

The results of the researcher's interview with the Main Director of PT. Savoria Kreasi Rasa, Area Head Office Central Jakarta, said:

"Position succession needs to be carried out for the organisation's benefit, currently at PT. SKR has been carried out for only a few positions. So, to implement a succession plan, we first look at whether this is a key position. Then, what age, health condition, and type of person is holding the key position? "If there is a potential that the holder of this position could disappear at any time, then it is important for HRD to prioritise succession in that position."

Based on the results of these interviews, there are research findings that implementing position succession is to maintain business continuity and organisational interests. Position succession at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta is carried out by planning and mapping, looking at needs, and prioritising positions that have the potential to be lost.

4. Conclusion

This research was conducted to provide valuable insight for company management and human resource practitioners to achieve success and effective collaboration between businesses within the company and employee competence. Based on the research results that researchers have obtained, it can be concluded that the implementation of the talent management program at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta has carried out the process of implementing talent management, starting from recruitment and development to retaining employees. However, there are still several shortcomings, especially regarding the implementation of talent management. PT. Savoria Kreasi Rasa Area Head Office Central Jakarta is a relatively young company that is 8 years old. Hence, the implementation of talent management is still in the development stage, and there is room for improvement. With succession planning, recruitment processes, onboarding processes, and an employee assessment system using Key Performance Appraisal (KPA) and holding training for each employee, this indicates that PT. Savoria Kreasi Rasa Area Head Office Central Jakarta always focuses on implementing talent management through company policy.

Of course, this cannot be separated from the succession of positions with the level of position at PT. Savoria Kreasi Rasa Area Head Office Central Jakarta.

Based on the research results and conclusions, the researcher provides suggestions that could benefit PT. Savoria Kreasi Rasa Area Head Office Central Jakarta. (1) The process of distributing job desks to employees is still not by their fields. This causes employees to feel more burdened at work and can reduce work morale; and (2) Currently, several positions are still vacant; this happens because other employees are deemed to have sufficient competence to carry out the job desk of the vacant positions. Apart from that, this position vacancy can also occur because no prospective employees have the desired criteria in the recruitment process.

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