

Implementation Of Talent Management System Through Management Trainee as Future Leader and Successor Planning (Best Practice)

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ARTICLE INFO	ABSTRACT
<p>Keywords: Talent Management, Management Trainee Program, SKKNI, Talent Strategy</p>	<p><i>This study aims to examine the implementation of a talent management system through a Management Trainee program based on the Indonesian National Work Competency Standards (SKKNI) in the Bottled Drinking Water (AMDK) industry. Management trainee is one of the effective methods to develop future leaders and superior talents in the organization. The SKKNI approach in this program ensures that the employees developed have competencies that are in line with national standards. The management trainee program can significantly improve employees' skills and knowledge, as well as make a positive contribution to employee productivity and retention in the company. The managerial implication of this research is the importance of investing in the development of a structured and measurable management trainee program to achieve the organization's strategic goals. The sample in this study were 12 talents who participated in the management trainee program for 12 months. The results showed that the company has succeeded in aligning talent strategy with business strategy, developing future leaders and conducting comprehensive evaluations in carrying out talent management.</i></p>

INTRODUCTION

Competition in the industrial world today is increasingly competitive, in facing this competition, of course, it is not enough just to use advanced technology in the production and operational activities of the company. The use of advanced technology in the company must be supported by the ability of reliable human resources, no matter how sophisticated the technology used without the support of reliable human resources does not guarantee that it will make a maximum contribution to the smooth operational process in the company.

Talent Management is an important issue in all business lines. Talent Management has become a crucial part of the development of human resource management science. Talent Management has a big role in the process of creating quality human resources. According to Armstrong and Taylor (2023) Talent Management is the process of ensuring that an organization has the talented people needed to achieve its business goals, which is meant by talented people here, namely qualified or competent human resources (HR).

Currently, many companies are in a "war for talent" to compete for the best employees. This is especially true for companies that have a lot of competition for employees. In the corporate world, the war for talent is a competition between companies to attract, retain, and develop the most skilled employees in a competitive job market. The "war" for talent has become a discussion among business leaders and HR professionals, due to the need for companies to compete healthily in the market (Pahrudin & Jalaludin, 2022).

Company XYZ is engaged in the Bottled Drinking Water (AMDK) sector has experienced rapid growth, so it has several business units. With the expansion of business, PT. XYZ currently has 12 companies that have been operating, but there are still many positions that have not been filled. Related to this, XYZ company needs talents to support high performance and be able to become future leaders. Awareness of long-term business challenges made top management, and human resources decide to transform by carrying out Management Trainee (MT), which is human resource development starting with acquisition (Krissetyanti, 2013). Before this step begins,

human resources form a team and prepare a proposal for the Management Trainee program submission which contains planning from the beginning to the program results. At this stage, commitment is needed from all management, plant managers, and all ranks. This aims to avoid common mistakes that often occur in the implementation of talent development strategies, namely programs that are not related to business strategy, designed only for the positions needed, line managers do not know the talent pool, and lack of ownership from top management over the talent development program (Arishanti, 2022).

Researchers have conducted observations and reviews at PT XYZ on the actual condition of the workforce that has not yet identified cadres that will later be prepared to face competition in the future. This is the background of this research to help companies in preparing employees who have high potential (High Potential) by conducting competency tests before employee development will be carried out through Management Trainee based on SKKNI AMDK based on the regulation of the Head of the Central Statistics Agency Number 95 of 2015 concerning the Standard Classification of Indonesian Business Fields (KBLI) stated that the beverage industry, is grouped into the drinking/packaged water and water industries Minerals (KBLI 1105).

The classification of the bottled water industry can be seen as in the following table:

Klasifikasi	Kode	Judul
Kategori	C	Industri Pengolahan
Golongan Pokok	11	Industri Minuman
IAK	-	Industri Air Minum Dalam Kemasan

Table 1 Classification of the Bottled Water Industry Based on KBLI 1105 of 2015

Then, the researcher has conducted observations and reviews at PT XYZ on the actual condition of the workforce that does not have regeneration which will later be prepared to face competition in the future. This is the background of this research to help companies prepare employees who have high potential by conducting competency tests before employee development will be carried out through the Talent Management System Program. The things that are the basis for the Management Trainee program are as follows:

- a. The company's strategy and Human Resource management to get employees at the level of work leaders who are "Competent", oriented to advance the company's business and have a competitive spirit in the Talent Management System.
- b. The results of the competency assessment at the level of PT XYZ's work leaders, especially in operations, still do not show that they are Potential Future Leaders or leaders in the future.
- c. Company development or New Plant Expansion that requires and prepares human resources at the level of work leaders who must have grown company value, experienced in the company's internal group and competent in the long term (Cadre Regeneration).
- d. The number of employees at PT XYZ who have entered the Retirement Preparation Period (MPP) for the next 5 years so it is necessary to immediately prepare a cadre as a replacement who will fill the positions left behind.

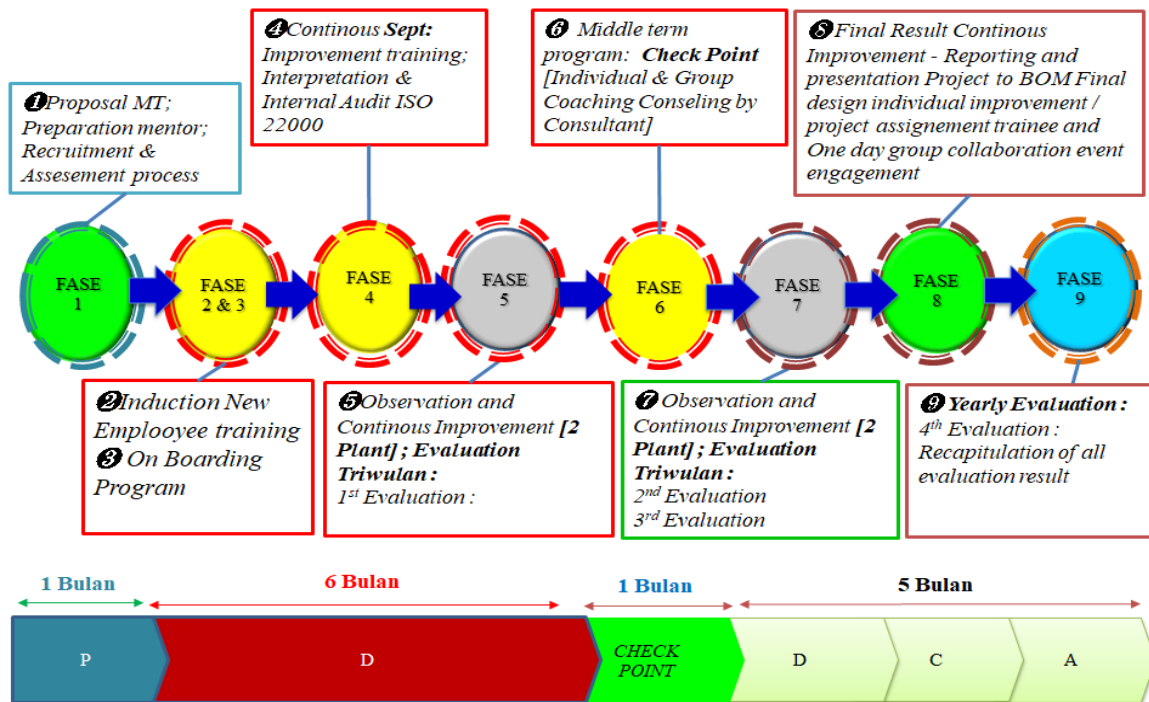
In the Talent Management process, it is necessary to prepare employees who have high potential as successful planning or people who will occupy strategic positions in the company, one of the options for the successor planning process is with Management Trainee, management trainee is a recruitment program for prospective employees who have just graduated (fresh graduate) with the stages of screening exams, interviews, and admissions to intensive training to occupy key positions in the company (Febrina & Rinaldi, 2020).

One way to get employees who have high performance can be done by implementing a talent development strategy (Talent Development Strategy). Based on the vision, mission, strategy and values of the company, it can be described what kind of talent needs are needed. The next step is to conduct an assessment related to how complete the talent the company currently has compared to its needs. Talent Strategy is the next stage after the company has an overview and the magnitude of the needs that must be met. Talent strategy is often also called People Branding with stages starting from acquisition, development and retain (Shalsabila & Ningsih, 2023).

The scope of management trainees at PT XYZ focuses on the company's operational process, namely the production section as controlling production quantity results, Quality as improving product quality or quality assurance and Engineering as maintaining and maintaining machines.

This Management Trainee program is open to the strata-1 graduate pathway. The short-term goal is to prepare a cadre of potential supervisors within 1 year, while the long-term goal is to prepare a future leader level manager (department head) up in company XYZ. In the process of developing human resources, the talent development method used by companies in general is 70% training, mentoring and coaching 20% and only 10% do their talent development by on-the-job training. Meanwhile, in practice, the most effective technique in development programs is job assignment (70%). Meanwhile, training has no significant impact on employee development (10%) compared to mentoring and coaching (20%). Working on a project in a job that is specifically designed for competency development is more useful (Melia Jalal, 2011). The following is the scheme or program flow for Management Trainee at PT. XYZ

Gambar 1. Timeline Management Trainee PT XYZ



The total time that will be carried out by the Management Trainee participants is for 12 months or 1 year which begins with induction training then debriefing related to soft competency aspects and of course technical competencies including understanding continuous improvement through the PDCA (Plan, Do, Check & Action) method which will be used in the improvement process that they will do during On The Job Training in each company and will end with a presentation in front of the Board of Directors (BOD) or project assignment related to the improvements made when they are OJT in each plant and the final decision regarding whether or not they pass the Management Trainee program (Sopiyan, 2021).

METHOD

The research method used is a qualitative research method with a descriptive type of research. There are several components of the object of this research including place, where this research is located in the central office of PT. XYZ in the Bintaro-South Jakarta area. Then there are actors who are the actors who are the center of attention of the writer, namely Human Capital Development, Plant Manager and Management Trainee personnel. And the last is activity which is an activity related to the implementation of the management trainee program at PT. XYZ and related aspects. Data collection techniques using direct observation before training, during training and after training, interviews, and documentation studies.

Table 2 Data of PT. XYZ

Name	Kind Sex	Department	Universitas
T1	Male	Technical Industri	Telkom
T2	Male	Industrial Engineering	Gadjah Mada
T3	Male	Mechatronics	Negeri Yogyakarta
T4	Male	Mechatronics	Polytechnic Astra
T5	Male	Electrical Engineering	Indonesian Education
T6	Male	English literature	Indraprasta
T7	Male	Electrical Engineering	Jakarta State Polytechnic
T8	Woman	Industrial Engineering	Islam Bandung
T9	Woman	Oprs Management	Landmark
T10	Woman	Chemistry	Gadjah Mada
T11	Woman	Chemical Engineering	State of Semarang
T12	Woman	Food Technology	Open

Participants management trainee PT. XYZ has a different background and is depicted in table 2 The main object in this study is the talent of management trainees who have passed the selection of 12 people. In the selection process of PT. XYZ uses several stages, namely psychological tests, interviews by HCGS Dept. competency presentations and Focus Group Discussion (FGD).

Program Management Trainee PT. XYZ is designed for a period of 12 months by dividing into several phases or stages, namely phase 1 to phase 8 which are divided into several modules that are conveyed, both in terms of soft competency and technical competency. Likewise, the delivery method is both in class and On the Job Training (OJT)

- Phase 1 is the phase of preparing and making program proposals that are submitted to management to obtain approval both in terms of program flow and program financing.
- In Phase 2 stage, Management Trainee participants will receive training related to Induction training or an understanding of the company profile and business processes of PT XYZ. Then in the Phase 2 stage, Management Trainee Participants will be given modules related to the On Boarding Program (OBP), namely an introduction to quality management, understanding the process in each department, especially related to operational departments.
- Then phase 3 participants will get modules related to soft competency, namely debriefing as a leader, namely leadership training, namely materials related to problem solving, analytical thinking, improvement, emergency response preparedness and leadership training and continuous improvement through the Plan, Do, Check & Action (PDCA) method as a basic competency that must be obtained by participants to make improvements during the On The Job Training (OJT) process in each child company PT XYZ.
- Phase 4 is one of the phases that is quite important because management trainee participants will be required to find a problem in the subsidiary and make improvements with the PDCA method and this will be the determination of whether they pass or not depending on the problem found and the right improvement using the PDCA method.
- Phase 5 to phase 7 is the On-the-Job Training (OJT) stage in each subsidiary accompanied by a mentor in each department, namely an assignment to the field for a certain period of time to see firsthand the overall way of working and functioning of a division. In this stage, the MTs must make observations and go into the field, which later from the results of the observation of the MT participants will find ideas and improvement proposals as one of the requirements for graduation at this stage
- Phase 8 is the determination phase where MT participants will make a final presentation in front of the Board of Directors (BOD) regarding the improvements that have been made in each subsidiary of PT XYZ. At the end of the OJT at each plant, participants will make a presentation on the improvement that has been made in front of the panelists and several directors as well as a form of monitoring the development of the competencies of management trainee participants.

At each stage of the program, the MTs are accompanied by mentors according to the specified fields and functions. In addition, each stage is evaluated and formulated in the form of an assessment as a benchmark for the graduation of each MT during the program. The formulation and assessment standards are set out in the following table:

Table 3 Assessment Indicators of the Management Trainee Program

Criterion	<i>In Class Training</i> (A)	<i>On Job Training</i> (B)	<i>Project Assignment</i> (C)
Induction	25%	-	-
<i>On Boarding</i>	35%	-	-
<i>Leadership & Continuous Improvement</i>	40%	-	-
<i>Mentoring</i>	-	50%	-
<i>In field</i>	-	50%	-
<i>Project Improvement</i>	-	-	60%
<i>Presentation</i>	-	-	40%
FINAL	20%	35%	45%

Assessment of PT. XYZ is divided into 3 main assessments with different final grade percentage weights. The 3 assessments are in class Training, on the job training with the SKKNI Bottled Drinking Water (AMDK) approach and Project Assignment. In class training is completed within one month with a final assessment weight of 10%. On the training is carried out in each subsidiary with a final assessment weight of 40%. Meanwhile, Project Assessment is a percentage related to projects carried out using the PDCA cycle method with an assessment weight of 50%. All assessments are then accumulated and there is a passing grade or standard passing grade, which is a minimum score of 80%. After conducting the assessment recapitulation, 3 graduation criteria will be determined, namely:

Table 4 Indicators of Graduation Assessment of Management Trainee Program

Grade	Assessment Indicators	Information
A	Achievement Total results with a score of 81 - 100	Graduated with a very satisfactory predicate and highly recommended according to the position level set
B	Achievement Total results with a score of 61 - 80	graduated with a satisfactory predicate with the position set, namely staff
C	Achievement Total results with a score of 41 - 60	Graduated with a predicate sufficient for the position of staff but needs further probation
D	Achievement Total results with a score of 0 - 40	Not passed the management trainee program and not recommended

RESULTS AND DISCUSSION

The management trainee program was formed by the company to prepare future leaders so that when there is a change of position at the managerial level, the company already has employees who have potential with appropriate competencies. This research is intended to empirically describe the best practice of implementing talent management in a company. The implementation of the management trainee program at PT. XYZ with a duration of 12 months is divided into 9 phases (Erlangga & Kartika, 2023).

Phase 1 is the creation of a program and the preparation of a program budget for 1 year, the proposal is then submitted to the management of PT XYZ for review and approval (Sari & Prasetya, 2017). After getting approval, the Human Capital & General Service (HCGS) team as the program manager and program coordinator carried out the recruitment process through collaboration with universities and the dissemination of vacancy information through the job search platform. There are several steps or processes in the recruitment stage, namely:

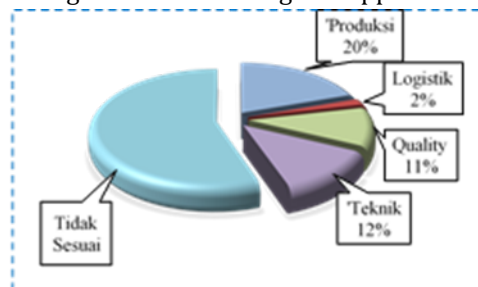
Third, the data for this study was collected solely through a questionnaire and interviews. Thus, additional research is recommended, including document analysis of students' writing, to gain a deeper understanding and particular data connected to teacher-written corrective comments. To summarize, this research is far from ideal, but its limitations can be handled and evaluated.



1. The first process of company recruitment will open job vacancies either on social media or job vacancy platforms.
2. Furthermore, the 1st stage conducts an administrative selection in the form of checking the completeness of administration and candidate personal data based on conformity with the required qualifications or commonly called a screening test.
3. Stage 2 selection is to carry out a Psychological Test Process which includes personality tests, cognitive ability tests and leadership style tests.
4. The next stage is an interview with the Department of Human Capital & General Services (HCGS)
5. Then after the interview, an interview will be conducted with the board of directors, in this case with several leaders related to technical aspects.
6. After being declared to have passed the interview process, a panel discussion or Focus Group Discussion (FGD) will be held
7. After being declared to have passed the initial recruitment process, a work agreement for the management trainee program will be signed with the addition of a training office or program bond agreement for 1 year.
8. After all the processes have been passed, the candidate is declared ready to take part in the Management Trainee program.

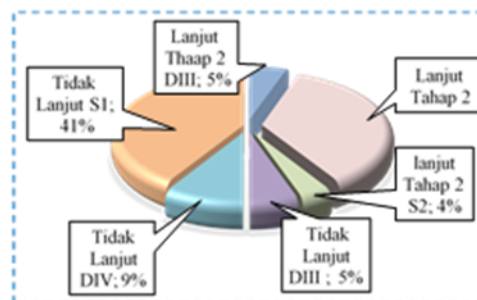
Graph 2 Candidate Selection Chart for Management Trainee Program Applicants

Bagian	Total Kandidat
Produksi	11
Logistik	1
Quality	6
Teknik	7
Tidak Sesuai	31
Grand Total	56



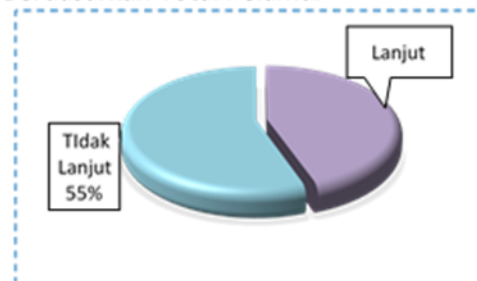
Data 2: Hasil Seleksi Kandidat Berdasarkan Jenjang Pendidikan

Item	Total Kandidat
Lanjut Tahap 2	25
DIII	3
S1	20
S2	2
Tidak Lanjut	31
DIII	3
DIV	5
S1	23
Grand Total	56



Data 2 : Hasil Seleksi Kandidat Berdasarkan Total Pelamar

Item	Total Kandidat
Lanjut Tahap 2	25
Tidak Lanjut	31
Grand Total	56



After going through the process of stage 1, candidates will be selected back to stage 2, namely psychological tests using several tools or psychological test tools, which are as follows:

1. DISC Personality Test

DISC stands for Dominance, Influence, Steadiness, and Compliance. DISC is a personality type compiled by Dr. William Moulton Marston, a psychologist at Harvard University. DISC is one of the psychological tests used to read a person's personality. Companies use this test to find out the main character of a person who is needed according to the position or position to be occupied. In short, the character of dominance focuses on a person's confidence, influence is related to the ability to influence a person, steadiness is related to cooperation, and compliance indicates expertise and accuracy.

2. Wonderlic Personal Test (WPT)

The next test, the Wonderlic personal test or commonly abbreviated as WPT which has been widely used since 1937, is a psychological measurement tool that measures cognitive abilities based on measuring the level of learning ability, understanding instructions, and solving problems. The WPT test is one of the other psychological tests that are widely used in companies for employee selection.

3. Leadership Style Test

This psychological test is one of the tests to find out the type or style of prospective employees to be recruited and to find out the leadership perception level of prospective employees so that we can identify

how much potential the candidate or prospective employee has the potential to become a leader, especially to find prospective employees for managerial positions or prospective leaders in the company.

4. Focus Group Discussions (FGD)

Focus Group Discussion (FGD) is a qualitative data collection method that involves a focus group discussion in which a small group of people (usually 6-12 people) discuss a specific topic facilitated by a moderator. The goal is to explore views, opinions, experiences or perceptions related to an issue or problem. Then from the FGD process, people will emerge who will naturally have the soul of a leader or prospective leader later.

Table 5 Results of the Psychological Test of Management Trainee Candidates of PT. XYZ

Name	Jenis Kelamin	Jurusan	DISC	WPT	Leader Style/Potential LS
T1F	Male	Technical Industri	D/I	Superior	93% (<i>The Mentor</i>)
T2A	Male	Industrial Engineering	S/I	Superior	83% (<i>The Monitor</i>)
T3Fn	Male	Mechatronics	D/S	High Avarage	91% (<i>The Director</i>)
T4G	Male	Mechatronics	I/D	Superior	80% (<i>The Facillitator</i>)
T5N	Male	Electrical Engineering	C/D	Superior	87% (<i>The Innovator</i>)
T6H	Male	English literature	S/C	Average	78% (<i>The Broker</i>)
T7A	Male	Electrical Engineering	S/I	Superior	81% (<i>The Coordinator</i>)
T8P	Woman	Industrial Engineering	C/S	Superior	77% (<i>The Facilitator</i>)
T9Mn	Woman	Oprs Management	I/C	High Average	79% (<i>The Broker</i>)
T10N	Woman	Chemistry	I/D	Superior	88 % (<i>The Producer</i>)
T11M	Woman	Chemical Engineering	D/I	High Average	92% (<i>The Director</i>)
T12Q	Woman	Food Technology	S/A	Avarege	85% (<i>The Innovator</i>)

Based on table 5, it shows that 12 people passed the selection as management trainees as many as 12 people, of which 10 people are fresh graduates or candidates who have just graduated from college with the qualifications that have been determined and 2 people are employees taken from several subsidiaries with the results of the company's internal selection and assessment.

After going through the selection process, the management trainee employee candidates will take part in the management trainee program for 1 year with several stages, namely the Induction Training, On Boarding Program (OBP), Leadership Training & Continuous Training stage through the in class training method, then after conducting in class training, Management Trainee participants will conduct on the job training (OJT) in several subsidiaries as well as simulating work as supervisors or acting supervisor.

In the acting process, Management Trainee participants will analyze and look for problems that occur in operations both in the Quality, Production and Engineering sections which will later be used as material to make improvements with the Plan, Do, Check and Action (PDCA) methodology of Cicle.

At the end of the program, after going through the above process, the meangement trainee participants will make a presentation of the results of the On-the-Job Trainee (OJT) for several months at several subsidiaries of PT XYZ. The presentation presented is the result of an analysis of improvements carried out which then the assessment will be accumulated from several stages that have been carried out.

The following are the values of In Class Training, namely a discussion of Inducton Training, On Boading Program, Leadership Training & Continuous Improvement with the PDCA Cicle method.

Tabel 6 Data Nilai in Class Training PT. XYZ

Name	Jurusan	Standard Values	Total Average	Total Score
T1	Industrial Engineering	70	310,27	78,2
T2	Industrial Engineering	70	280,98	72,4
T3	Mechatronics	70	330,58	83,9
T4	Mechatronics	70	290,77	74,4
T5	Electrical Engineering	70	320,58	81,4
T6	English literature	70	290,66	74,1
T7	Electrical Engineering	70	320,49	81,2
T8	Industrial Engineering	70	370,58	93,9
T9	Oprs Management	70	300,58	76,4
T10	Chemistry	70	340,27	85,7
T11	Chemical	70	330,38	83,4
T12	Engineering Food Technology	70	290,73	74,3

Based on the results of the In Class Training that has been carried out, it is explained that in the top three with the highest score, namely T8, is the management trainee participant who has the highest score with a total score of 370.58 with an average total score of 93.9, then in the second position, namely T10 with a total score of 340.27 with an average score of 85.7 and in third place the management trainee participant who has a high score, namely T3 with a total score of 330.58 with an average total score of 83.9. Then, in addition to the one who got the highest score, of course, there were participants with the lowest score, namely T12 with a total score of 290.73 with an average score of 74.3, then the other lowest score, namely T6 with a total score of 290.77 with an average total score of 74.1 and then T2 with a total score of 280.98 with an average total score of 72.4. However, by default, the score is still in accordance with the minimum limit for passing the In Class Training score (Pahrudin & Jalaludin, 2022).

The next stage, namely On the Job Training (OJT), is carried out with an assignment to the field for a certain period which aims to deepen the improvement methods that have been provided through previous in-class training, namely direct practice and identifying areas of improvement for the project in the next stage (Rachmadinata & Ayuningtias, 2017). There are 4 functions or areas that must be passed by all participants during this on-the-job training period, namely the XYZ company's business process, namely the Production, Quality, Engineering and Logistics areas. The on-the-job training process of participants will be accompanied by a mentor in each area or process so that it will make it easier for participants to get knowledge and guidance from a mentor. On the job training will be carried out alternately from company A, company B and company C as a subsidiary of Company XYZ (Harmen, 2018).

Then in each participating company will get an assessment from each mentor in the subsidiary of PT XYZ with several criteria that have been determined based on the assessment standards, here are the results of the assessment in each company in the form of radar charts and tables:

Graph 3 Value Data on The Job Training

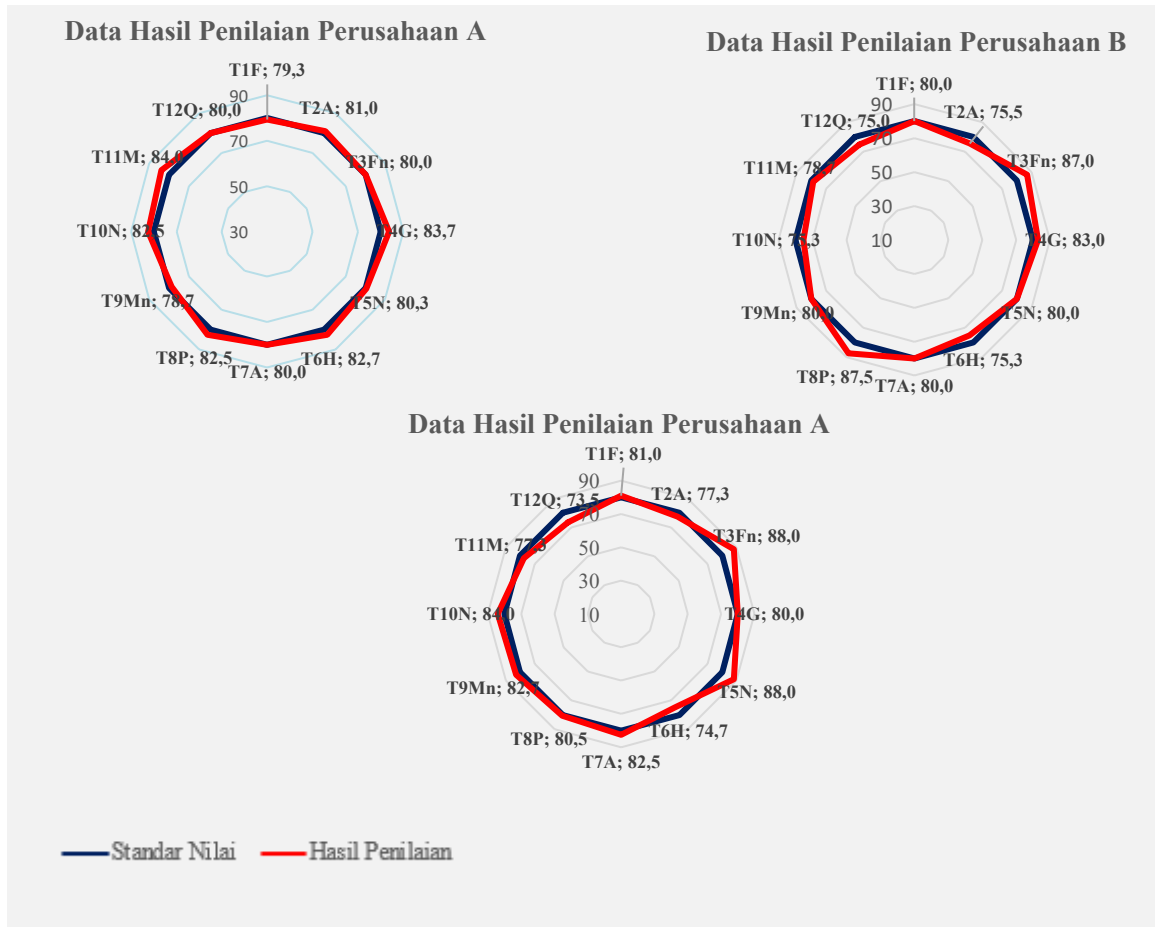


Table 7 On the Job Training Value Table

Name	Jurusan	Standard Values	Assessment Results			Average
			Plant A	Plant B	Plant C	
T1	Industrial Engineering	80	79,3	80,0	81,0	80,1
T2	Industrial Engineering	80	81,0	75,5	77,3	77,9
T3	Mechatronics	80	80,0	87,0	88,0	85,0
T4	Mechatronics	80	83,7	83,0	80,0	82,2
T5	Electrical Engineering	80	80,3	80,0	88,0	82,8
T6	English literature	80	82,7	75,3	74,7	77,6
T7	Electrical Engineering	80	80,0	80,0	82,5	80,8
T8	Industrial Engineering	80	82,5	87,5	80,5	83,5
T9	Oprs Management	80	78,7	80,0	82,7	80,5
T10	Chemistry	80	82,5	75,3	84,0	80,6
T11	Chemical Engineering	80	77,8	78,7	77,3	77,9
T12	Food Technology	80	80,0	75,0	73,5	76,2

Based on the field assessment or On The Job Training, there were 3 participants who received substandard

scores, namely T2 (77.9), T6 (77.6) and T12 (76.2). For the three participants, they will still be given the opportunity in stage 3, namely the stage of presentation of improvement projects carried out in one of the plants or subsidiaries of PT XYZ in front of all Board of Directors (BOD). Through continuous improvement training, participants provide their ideas with the PDCA methodology

Tabel 8 Tabel Nilai Project Continuous Improvement

Name	Title: Repair Idea	Standard	Result
T1	Reduced the Skewcap issue from 4% to 0.5%	80	75,5
T2	Efficiency of finished product loading process	80	68,0
T3	Automatic temperature monitoring system in the filling room	80	83,5
T4	Creation of OEE system to obtain updated production data via mobile	80	87,5
T5	Lighting redesign for electrical energy savings	80	83,0
T6	Extraction exhaust system from 5 minutes to 1 minute	80	77,0
T7	Optimization of the coding process in filling machines	80	89,0
T8	Optimization of <i>beverages packing manpower</i>	80	84,0
T9	Reduce operational costs with a semi-automated packing process	80	86,5
T10	Optimization of the use of regrind cups in thermaforming machines	80	72,5
T11	Optimize the use of spare filling machines to get Lid change time efficiency.	80	80,0
T12	Improving the quality of milk coffee products with the addition of calcium carbonate	80	74,0

After going through the management trainee program process for 12 months with several stages, namely in class training with several training materials provided, namely induction training, on board program (OBP), leadership training and continuous training, then participants conducted on the job training (OJT) in several subsidiaries of PT XYZ accompanied by mentors in several business processes in 3 companies and then presented the results of improvements made in one of the subsidiaries in The following is a recap of the final results of the evaluation during the Management Trainee Program.

Tabel 9 Tabel Nilai Project Continuous Improvement

Name	Jurusan	Standard Values	Assessment Results			Final Score
			A	B	C	
T1	Industrial Engineering	80	78,2	80,1	75,5	77,9
T2	Industrial Engineering	80	72,4	77,9	68,0	72,8
T3	Mechatronics	80	83,9	85,0	83,5	84,1
T4	Mechatronics	80	74,4	82,2	87,5	81,4
T5	Electrical Engineering	80	81,4	82,8	83,0	82,4
T6	English literature	80	74,1	77,6	77,0	76,2
T7	Electrical Engineering	80	81,2	80,8	89,0	83,7
T8	Industrial Engineering	80	93,9	83,5	84,0	87,1
T9	Oprs Management	80	76,4	80,5	86,5	81,1
T10	Chemistry	80	85,7	80,6	72,5	79,6
T11	Chemical Engineering	80	83,4	77,9	80,0	80,4

T12	Food Technology	80	74,3	76,2	74,0	74,8
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The final score of the management trainee participants has several aspects of assessment which are illustrated in table 7. The value of In Class Training described by A. On The Job Training (OJT) described as B. Project Assignment is described as C. Targeting 12 participants. T8 had the highest final score with a final score of 87.13 while the final score with the lowest score was T2 with a final score of 72.78.

Based on this data, in the top three in class, the highest score winners are talent 8 (93.9), talent 10 (85.7) and talent 3 (83.9). Then during the on-the-job training, the highest scores were talent 3 (85.0), talent 8 (83.5) and talent 5 (82.8). Meanwhile, the assessment during the Project Assignment where the participants made improvements using the PDCA cycle method and presented in front of the board of directors, the highest scorers were talent 7 (89.0), talent 4 (87.5) and talent 9 (86.5). After the A, B & C process is carried out, the top 3 highest final scorers emerge, namely talent 8 (87.1), talent 3 (84.1) and talent 7 (83.7). Meanwhile, the lowest final score was talent 2 (72.8).

Referring to the results of the final score of management trainee participants, if viewed based on the standard of assessment indicators for the graduation of the management trainee program, it will be seen from the following table the results of the management trainee program graduation results, which are as follows:

Table 10 Table of Management Trainee Graduation Assessment Indicators

Name	Final Score	Grade	Information
T1	77,9	B	graduated with a satisfactory predicate with a staff position
T2	72,8	B	graduated with a satisfactory predicate with a staff position
T3	84,1	A	Graduated with a very satisfactory predicate with the position of supervisor
T4	81,4	A	Graduated with a very satisfactory predicate with the position of supervisor
T5	82,4	A	Graduated with a very satisfactory predicate with the position of supervisor
T6	76,2	B	graduated with a satisfactory predicate with a staff position
T7	83,7	A	Graduated with a very satisfactory predicate with the position of supervisor
T8	87,1	A	Graduated with a very satisfactory predicate with the position of supervisor
T9	79,0	A	Graduated with a very satisfactory predicate with the position of supervisor
T10	79,6	B	graduated with a satisfactory predicate with a staff position
T11	80,4	B	graduated with a satisfactory predicate with a staff position
T12	74,8	B	graduated with a satisfactory predicate with a staff position

Of the 12 participants based on the final results of the assessment of all programs that have been carried out by all management trainee participants, there are 6 people who graduated with a very satisfactory predicate, which means that they will be placed with the position of supervisor in each of the predetermined sections, namely Quality, Production and Engineering. Then the other 6 participants graduated with a satisfactory predicate, which means they graduated with a staff position, so that all management trainee participants in this batch were declared passed (Syahputra & Syarifuddin, 2016). The next stage is reward management. In this case, it has been determined that employees who get a score above 81 or who get grade A, in addition to getting a promotion to the position as a supervisor, the participant will also get a wage increase based on the position they hold which is adjusted to the wage scale structure and is required to undergo a work bond for 2 years at PT XYZ, but for participants who pass below 81 or with grade B there is no wage adjustment but they will be given the option to willing to continue as an employee or not willing to continue to be an employee of PT XYZ without any conditions.

The management trainee program is a form of implementation of talent management (Talent Management) as an effort to get future leaders who have a vision, mission, core values and character that are in harmony with the company's culture. From the exposure to the data above, it can be concluded that the implementation of mature talent management affects the performance of PT XYZ employees, in this case the talents who have passed the program with a score above the passing grade. This is in line with Herman's (2018) research that there is a significant influence of talent management and knowledge management on the performance of PT XYZ. In line with the opinion of Pella and Inayati (in Syahputra, et al. 2016) who revealed that one of the benefits of implementing the talent management program is the continuous availability of employees who reach their best potential and improve their performance. The results of this research are also in line with previous research conducted by Putri Bhuana Katili, et al. (2015) that variable talent management has a positive and significant effect on organizational performance and employee performance.

CONCLUSION

The successful implementation of PT XYZ's talent management system through the management trainee program as a future leader initiative is attributed to several key factors. First, the program is based on a well-structured and meticulously planned concept, ensuring alignment from start to finish, as effective planning is critical to achieving organizational goals. Second, strong support from all organizational levels, from top management to operations, underscores the importance of preparing future leaders to ensure the company's sustainability in an era of rapid change. Third, the inclusion of coaching, counseling, and mentoring provides a holistic approach by addressing both technical and personal aspects of leadership development, emphasizing self-management, task management, and people management. Fourth, project assignments utilizing the Plan, Do, Check, Action (PDCA) approach enhance participants' analytical and problem-solving skills, fostering critical soft competencies for leaders. Finally, regular monitoring by the Human Capital & General Services (HCGS) team ensures the program runs effectively, maintaining its alignment with planned objectives.

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