

Talent Mobility at Telkom Group: An International Perspective of Cross-cultural Training and Development Management

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Abstract: The objective of this research was to understand comprehensively the talent mobility as a global approach to talent management. It was a qualitative research with a program evaluation based on CIPP model conducted at TELKOM Group in 2017-2018. The data were collected through alumni observation using document studies, observations, recordings, FGD and in-depth interviews conducted with respondents and interviewees with Director of Human Capital Management (HCM) of TELKOM Group, Vice President of People Development of TELKOMSEL, Finance & Human Capital Director and Chairman of The Union of TELKOM Group. The data analysis and interpretation indicates that (1) Organizations that want to stay ahead should pay attention to all matters relating to talent management, because organizations will definitely deal with matters relating to the diversity of the workforce, the balance between work and life outside work, demographic conditions, and other related factors with the composition and desires of the workforce; (2) The Program of Synergy Talent Mobility is an HR program, HR practices and HR processes. As an HR program, the program is a specific and coordinated effort to seek transformational leadership in TELKOM Group. As an HR practice, the program is the activities of transfer, development and transfer skill between home and host. As an HR process, the program is the stages of ensuring Good Corporate Governance (GCG) in HR practices in TELKOM Group; (3) The program develops a culture of accountability creating TELKOM Group's competitive advantage at the global level, but top talent at the end of program were not strategic assets. The findings lead to the recommendation that contribution of top managements strategic activities were needed to implement the program effectively before and after the program.

1 INTRODUCTION

A number of TELKOM Group products such as Flexy, Speedy, and TELKOM vision failed on the market because their product innovations were local and sectoral, not global. Talent mobility as a global approach to talent management is an effort to create innovative TELKOM Group products in the global market with the vision of King of Digital in The Region. The Talent Mobility Synergy Program at the TELKOM Group then becomes a strategic control of the top talent in the TELKOM Group in order to align business units, functional units and subsidiaries so that the program stages are synergized, directed, and effective in achieving company goals (PT Telekomunikasi Indonesia Tbk, 2015).

Navaz said talent mobility has a number of strategic objectives (Nawaz, 2013). First, it

facilitates leader development and leadership skills. Second, it maintains top talent who has critical skills by motivating their performance with better career opportunities and development. Third, it enhances the development of knowledge and transfer of knowledge in the work environment. Fourth, it attracts the best talent and people with critical skills to facilitate the company's operations. Fifth, he ensures that the right talent is in the right place at the right time.

The Talent Mobility Synergy Program is one of the strategies of HCM. He aims to realize this positive from all TELKOM Group human capital units so that they are able to perform effectively. Human capital strategy initiatives contributions at the TELKOM Group have supported TELKOM Group's business strategy in its various services. Human capital strategy initiatives at the TELKOM

Group include: a) Strengthening culture in the business environment; b) Improve human capital policies and practices that support business performance; c) Building a leadership system (nurture, role modeling, development & exposure); d) Improve performance with rewards; e) Providing the right talent for effective business and talent management; and f) Building a system of knowledge management and innovation management.

Top talent movement between business organizations in the TELKOM Group aims to anticipate global business challenges very quickly. However, weak coordination between program managers has slowed the mobility of top talent to create flexibility, productivity and profitability in all TELKOM Group business organizations. In addition, the weak coordination between program managers widened the gap between program participants and the total number of TELKOM Group employees. The number of participants in 2018 has not reached 100 people, whereas the total number of employees is almost 25,000 per 2018. Next, the TELKOM Group also experiences a top talent gap between its business organizations. One of the causes of this gap is the remuneration gap between business organizations in the TELKOM Group. This remuneration gap results in a weak working spirit that has an impact on employee productivity.

To find out more about the dynamics of the Talent Mobility Synergy Program at the TELKOM Group to contribute to flexibility, productivity, and profitability of the organization, the authors are interested in conducting research on the Talent Mobility Synergy Program in the TELKOM Group. Therefore, this study aims as follows: (1) Provide improvements to the legal aspects and program objectives; (2) Provide improvements to the organizing aspects including the structure and description of program management tasks; (3) Providing program improvement in the implementation aspects which includes the format of activities and the flow of activities; (4) Provide program improvement on aspects of reporting and evaluation; (5) Providing program improvement on aspects of benefits.

2 METHODS

We strongly The study uses a qualitative approach, which will explore the Talent Mobility Synergy Program evaluation at the TELKOM Group as an HR Strategy to achieve sustainable competitive

advantage in national markets and global markets. Determination of resource persons for interviews was conducted purposively. With the criteria of senior executives and program participants at the host for three years. This study uses observation, interview and questionnaire techniques to collect primary data. Whereas to collect secondary data in the form of program participant data and program participant data in all TELKOM Group entities, researchers visited the PT TELKOM Group Head Office, PT Telekomunikasi Selular (TELKOMSEL) Head Office, the Head Office of the TELKOM Group Trade Union, and PT Telekomunikasi Indonesia Internasional (TELIN) Head Office. In this study the data obtained will be analyzed using descriptive analysis with data reduction techniques, data presentation, and verification/drawing conclusions.

3 COMPONENTS

3.1 Context Components

The legality of the Talent Mobility Synergy Program in the TELKOM Group is the Decree of the Director of the TELKOM Group's HCM for all TELKOM Group entities (PT Telekomunikasi Indonesia Tbk, 2015). The Decree stipulates a system for obtaining top talent from all TELKOM Group business units (PT Telekomunikasi Indonesia Tbk, no date). The TELKOM Group's top talents are strategic human capital to compete at the global level. Vladi stated that talent management is a vital process in the organization in the form of recruitment, evaluation, and maintenance of top talent so that they remain tied to the company's strategy (Vladi, 2015). However, program legality does not accommodate top talent participation to select new critical positions after assignment at the host. Almost all top talents do not get new critical positions after assignment at the host. Ideally they can choose a new critical position at the TELKOM Group provided that their competence is in accordance with the organization's strategy. That is, the TELKOM Group has not placed the program as a typical strategic management.

From a goal perspective, the program has SMART criteria: (1) Specific, that is only for top talent category employees in the TELKOM Group; (2) Measurable, namely through a fit and proper test; (3) Attainable, namely the optimization of TELKOM's internal HR through a career path for critical positions; (4) Result oriented, which is

creating future global leaders from, by, and for the TELKOM Group with a strong leadership standard, upholding nationalism, having a global business understanding and having an international perspective; and (5) Time bound, which has a time limit for development assignments and transfer skills. The Synergy Talent Mobility Program makes the TELKOM Group a "talent-powered organization", which systematically builds all strategic human capital skills to compete at the national and global levels.

3.2 Input Components

TELKOM Group is building distinctive strategic management through a global talent management approach in the Talent Mobility Synergy Program to create sustainable competitive power of the TELKOM Group in its core business.

Talent Mobility Synergy is a complex program so Mullaney believes that its implementation is in need of a systematic approach to overcome a number of challenges and barriers to talent mobility (Mullaney, 2012). The challenges are: 1) Aligning current and future talent needs to rapidly change business needs; 2) Developing deep talent succession pools and bench strength; 3) Retaining high performers and potentials / reducing flight; 4) Reducing external recruiting costs; and 5) Improving overall HR measurement and reporting. Meanwhile, the obstacles are: 1) No single, complete view of global talent due to spaghetti mix of processes, systems, and data; 2) No succession planning process, or no focused only on senior execs; 3) Inconsistent employee assessment process and inability to calibrate ratings; 4) Sporadic, unpersonalized and informal employee development process. Cheese, Thomas and Craig hold that "a talent-powered organizations", are able to create talent needs, find diverse sources of talent, develop individual and collective talents of organizations, and manage talent by engaging people and aligning them with various organizational strategies to achieve its goals (Cheese, P., Thomas, R. J., & Craig, 2008). The TELKOM Group is "a talent-powered organizations".

The Career Committee is the main person in charge of the TELKOM Group's Talent Mobility Synergy Program (PT Telekomunikasi Indonesia Tbk, no date). The Career Committee involves all of TELKOM Group's Chief Human Capital Officer (CHCO) entities as shown in Figure 1.

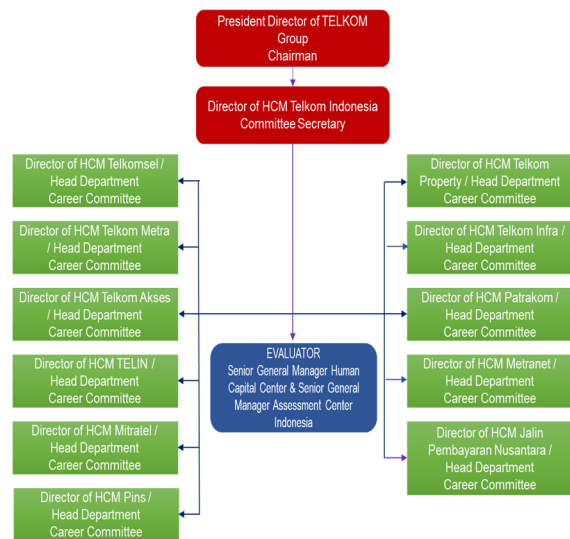


Figure 1: The organizational structure of the career committee.

Career Committee structures such as Figure 1 illustrate the diversity of competencies for building TELKOM Group's strategic human capital through the Talent Mobility Synergy Program. Each CHCO carries out a top talent fit and proper test before becoming a program participant by the decision of the Career Committee. The stages of fit and proper test are as follows: (a) Doing grouping of talent; (b) Determine talent assessment criteria; (c) Determination of talent; (d) Recommendations and talent development plans; e) The validity period of the talent group; (f) Talent implementation plan; (g) Requirements for talent career development; (h) Type of talent mobility; (i) Preparation of talent mobility development modules; (j) Preparation of talent mobility transfer modules; (k) Preparation of transfer skill module talent; (l) Preparation of a fit and proofer test guide; (m) Provisions on the remuneration of career movements in the TELKOM Group; and (n) Preparation of the rights and obligations of the host and home. All stages guarantee the existence of organizational transformation in the TELKOM Group.

The Career Committee prepares top talent for critical positions, namely the most strategic position to create sustainable competitive advantage of TELKOM Group in national markets and global markets (PT Telekomunikasi Indonesia Tbk, no date). Top talent ethical competencies in critical position consist of: a) 50% weight character, namely integrity, enthusiasm and totality; b) Competence weighs 30%, namely skill, knowledge, personal quality and assessment center; and c) Collaboration weighs 20%, which is team work, team work +

building partnership and team work + building partnership + networking. Here, the Career Committee guarantees effective program implementation, so 54.50% of respondents agree that the Career Committee carries out good corporate governance in the top talent selection process, but 45.50% doubt it. The FGD analysis concluded the magnitude of the doubt because CHCO did not conduct periodic socialization by the TELKOM Group regarding top talent recruitment.

Regarding the duration and type of program activities for critical positions, 59.10% of respondents agreed that the duration and type of program activities were connected with the competitive strategy of TELKOM Group at the international level, but 40.90% doubted it. FGD analysis concludes the amount of doubt of respondents due to lack of knowledge sharing activities during assignments at the host.

The HCM of the TELKOM Group conducts monitoring and program control because program participants are critical position candidates to achieve the vision, mission and strategic objectives of the TELKOM Group. HCM participation in the program according to Ingham that many organizations see talent management as the development of "talent" and place it within their approach to leadership development (Ingham, 2007). The problem is, the Career Committee did not design a new critical position for top talent after assignment. The reason is the lack of coordination and communication between the top management of the TELKOM Group and the related Career Committee of the top talent after the assignment at the host.

3.3 Process Components

The process of implementing the Talent Mobility Synergy Program involves the management of innovation through sustainable strategic human capital through the integration of program systems with corporate strategies at all levels of the organization. Because, talent management strategy has a goal, namely "the right people, in the right places, at the right time but at the right cost". Kehinde theorized that talent management is the implementation of an integrated system to improve better productivity processes by attracting, developing, maintaining, and utilizing the skills and abilities of people according to the dynamics of current and future business needs (Kehinde, 2012). Meanwhile, Collings and Mellahi confirmed that strategic talent management is an activity and

process that involves systematic identification of a number of different key positions for sustainable organizational competitive advantage, the development of talented and high-performing employees to fill these roles, and the development of source architecture human resources to facilitate filling these positions from within the organization and to ensure its commitment to the organization (Collings, D. G., & Mellahi, 2009).

The Talent Mobility Synergy Program through transfer, development and transfer skills seeks for managing training and development to accommodate cross-cultural knowledge management in the TELKOM Group (PT Telekomunikasi Indonesia Tbk, 2015). Program forms guarantee TELKOM Group as an international learning organization. Therefore, sharing knowledge of international business experience is a mandatory activity in the program. The goal is tacit knowledge from top talent must be explicit knowledge for the TELKOM Group so that the corporation has a sustainable competitive advantage of its strategic human capital. This is in accordance with the opinion of 77.30% of respondents who agree that the format and type of program activities respond to global business challenges for the TELKOM Group, but 22.70% doubt it. So, the program process has systematically regulated the existence of knowledge management, so talent mobility, according to Nawaz, has facilitated the development of leadership skills (Nawaz, 2013), such as the criteria for critical positions in the TELKOM Group.

3.4 Product Components

Vaiman and Vance argue that employee career mobility creates flexibility to respond to the changing role of strategic human capital for the sustainable competitive advantage of the organization (Vaiman, V., & Vance, 2008). On the other hand, organizations facilitate mobility of effective means for the retention of top talent organizations. Consequently, the TELKOM Group needs to create a system that enables top talent to be active in managing their careers before and after the Talent Mobility Synergy Program. However, the problem is that participants do not get regular reports regarding their performance on the host. That is, the program stage does not provide opportunities for top talent to be actively involved in managing their careers. This is consistent with the opinion of respondents that 68.20% doubted the continuity of their careers globally through the TELKOM Group because the program management policy that

allowed them not to receive routine reports related to their performance on the host, while 31.80% agreed. Even though an evaluation involving program participants can improve the quality of the implementation of the Talent Mobility Synergy Program.

On the other hand, 68.10% of respondents agreed that the TELKOM Group provided the opportunity for program participants to innovate as broadly as possible for the advancement of the organization in global competition, but 31.80% doubted it. Because, a broad innovation opportunity is related to the policy of placing program participants throughout the diverse TELKOM Group organizations (business portfolio, company size, business maturity, etc.) to create workforce diversity. Interaction in diversity workforce will create various innovations.

4 CONCLUSIONS

Every program related to strategic human capital such as the Talent Mobility Synergy Program in the TELKOM Group requires an ongoing process in managing training and development for its top talent. Because, TELKOM Group has made strategic human capital as a source of sustainable competitive advantage in national markets and global markets that are very competitive at all times. Because strategic human capital is a capability synergy between people, culture and organization, the TELKOM Group needs to improve its training and development system after assigning top talent on the host. Now, the Director of HCM of TELKOM Group is program management. Furthermore, the top management of TELKOM Group is the program manager for all alumni of the Talent Mobility Synergy Program at the TELKOM Group. Because competitiveness is sustainable only if the program has a consistent goal before, during, and after program activities. This starts from strategic thinking leadership.

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