



## EVALUATION OF TALENT MANAGEMENT AT PT. PERTAMINA GAS NIAGA MEDAN, NORTH SUMATERA

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### Abstract

The conclusions that can be obtained based on the research studies that have been carried out are as follows: The talent management process that has been carried out has been carried out by human resource management in recruitment and selection, as well as the performance management process. Employees are grouped into a talent pool based on the leadership, fundamental and technical competencies possessed by each employee. The factor in talent management that causes decreased productivity is in the formation of competencies needed by new employees in the regeneration process. Several actions have been taken by management but need some improvement, especially in terms of recruitment and selection, performance management, orientation process, and education and training. The follow-up plans that can be carried out to overcome these problems are: Organizational preparation of talent management, from the appointment of coaches, appraisers, superiors, and the mechanism, Talent management processes that can be accessed by each employee so that assessments, strengths and weaknesses can be evaluated. This will form a self-assessment of employees, Since training needs differ between employees, the training system needs to be carried out in a participatory manner, meaning that employees register according to their training needs. This will also lead to cost efficiency in training.

**Keywords:** *Talent management, talent pool, self-assessment*

### 1. INTRODUCTION

Human resources are an important factor in an organization or company. Because human resources are one of the elements that cannot be separated from an organization, both institutions and companies. The ability of human resources (HR) is also important to support organizational achievements and goals, then HR is also the key that determines the success of an organization in achieving its goals. Management activities can run well, companies must have knowledgeable and highly skilled employees and efforts to manage the company as optimally as possible so that employee productivity increases. Seeing the existence of employees, company management (organization) needs to pay attention to the interests of employees and be able to encourage increased productivity (Ong, 2020).

Work productivity is the attitude and behavior of the workforce in the company towards the rules and standards set by the company which have been manifested both in the form of behavior and actions within the organization or company (Salvatore, 2019). Private companies and agencies will always try to improve the performance of their employees or workforce in order to produce productivity that is in line with the company's goals which always increase all the time. This process of increasing work productivity will always be improved by the leadership so that the achievement results can be used as ladders and corrections for achievement at the next level (Solong, 2020). PT. Pertamina Gas Niaga or Pertagas Niaga was established on February 23, 2007. The establishment was to fulfill the provisions of Law no. 22 of 2001 and there is an increase in the need for gas commodities in Indonesia as an alternative energy substitute for fuel oil that is

environmentally friendly. At the same time efforts to provide added value in the gas business. PT Pertagas as a subsidiary of PT Pertamina (Persero) is specifically engaged in trading, transportation, processing and various other businesses related to natural gas and its derivative products. PT Pertagas Niaga is owned by PT Pertamina Gas as the majority shareholder with 99% ownership rights, and 1% shares owned by PT Pertamina Hulu Energi. The main business activity of PT Pertagas Niaga is gas trading, both in the form of distributing gas directly to consumers through pipelines, as well as converting gas for distribution outside the pipeline network, such as processing gas in the form of CNG and LNG.

Employee productivity can be measured by calculating the revenue employee ratio, which is the total income generated in a certain period divided by the equivalent number of full-time employees (Nurmahmudah & Putra, 2020). This ratio is an important efficiency metric that can be used to compare companies in the same industry in evaluating their performance. The higher the ratio of earnings per employee, the more productive and efficient a company is. Productivity on revenue and employees of PT. PT Pertagas Niaga in 2015 to 2021 as can be seen in Table 1.

**Table 1.** Employee Productivity in the Revenue Employee Ratio of PT Pertagas Niaga 2015 to 2021

Year	Revenue	Number of employees	Productivity
2021	2,653,670,508,987	93	28,534,091,494
2020	2,623,749,912,000	95	27,618,420,126
2019	4,657,181,620,000	95	49,022,964,421
<b>Average 2019-2021</b>	<b>3,311,534,013,662</b>	-	<b>35,058,492,014</b>
2018	3,087,641,816,000	90	34,307,131,289
2017	3,180,962,036,000	92	34,575,674,304
2016	3,894,578,884,000	93	41,877,192,301
2015	3,245,092,466,000	93	34,893,467,376
<b>Average 2015-2018</b>	<b>3,352,068,800,500</b>	-	<b>36,413,366,318</b>

Source: Pertagas Niaga Annual Report, 2023

PT. Pertamina Gas Niaga in 2015 to 2018 averaged IDR 3,352,068,800,500, and the average income ratio per employee was. IDR 36,413,366,318. After PT. Pertamina Gas which is the parent company of PT. Pertagas Niaga joined the State Gas Company, so the average revenue for PT. Pertamina Gas Niaga in 2019 to 2021 amounting to Rp. 3,311,534,013,662, and the average income ratio per employee is Rp. 35,058,492,014. This indicates a decrease in employee productivity. Among the divisions in Pertamina's Pertagas, the marketing department is driving the achievement of the company's revenue target. However, this was never achieved so that this contributed to a decrease in employee productivity as a whole. Employees are one of the company's biggest expense contributors. Thus, employees need to be managed properly in order to be productive and increase efficiency in the organization. One of the management of employees in increasing the productivity of human resources is talent management. Talent Management plays an important role in achieving this goal (Chitsaz-Isfahani, 2014).

## 2. IMPLEMENTATION METHOD

### 2.1. Types of research

This research is a descriptive research, more specifically work and activity analysis research because in this study the activities carried out related to talent management were investigated, especially in the marketing department (Sinulingga, 2011). In this study, each work process will be assessed, such as recruitment and selection, orientation, performance management, recognition and



retention, education and training, and cadre development to evaluate the processes within it. This aims to obtain a follow-up plan so that employee productivity can be increased.

## 2.2. Research Object and Time

Research conducted at PT. Pertamina Gas Niaga Medan, North Sumatra. The observed object is the activity in talent management in the marketing department. The research plan will be carried out from January 2023 to July 2023.

## 2.3. Data Collection and Processing Methods

The steps in collecting and processing data are as follows:

- 1) Collection of information on recruitment and selection processes  
The collection of this information through primary and secondary data on the HR department. Related primary data such as data on differences in recruitment prospective employees in the marketing department. Data collection was done by interview technique. Related secondary data such as Standard Operating Procedures, tests carried out for the recruitment and selection process, as well as the requirements needed for this. Techniques used in data collection through company reports and procedures (documentation study).
- 2) Gathering of onboarding process information  
What are the company introduction materials given to employees who are given an orientation period so they can work directly and productively in their first year of work? It is intended that new employees who start work can assist the marketing department in achieving its targets. The data collected is secondary and the data collection technique used is through a given training module (documentation study).
- 3) Gathering of performance management process information  
This is related to the way the HR department manages performance in the marketing department, such as the performance indicators used, to the alignment between the activities carried out and the performance management processes carried out. primary data obtained by conducting interviews.
- 4) Information gathering process of recognition and retention  
This is closely related to reward and punishment. Rewards are given to employees who are able to achieve or exceed the targets set, while punishment is given to employees who have not been able to meet the targets set. The data collected is primary and secondary. Primary data comes from employee information in the marketing department regarding the recognition and retention process that is carried out, while secondary data comes from the reward and punishment system imposed by the company based on company rules (documentation study).
- 5) Collection of information on the process of education and training  
Education and training activities needed and provided to employees. In addition, it is also related to how the company manages the education and training needs of employees with the competencies that employees already have. This information is collected secondary (documentation study).
- 6) Collection of information on the process of developing regeneration  
This is related to the strategic plan carried out by the company related to the development of regeneration. This is related to the talent pool that was carried out in the previous stage. Thus, employees will be ready in stages according to the strategic plan drawn up by the

company. The collection of this information is done secondary through data that has been collected by the previous company (documentation study).

- 7) Evaluation of program achievements in achieving marketing targets  
At this stage, the achievements of each program or process will be evaluated so that the company's talent management can run well.
- 8) Preparation of follow-up plans for marketing  
At this stage a follow-up plan will be prepared, especially related to HR in the marketing department. It is intended that employees in that section will be more able to achieve the expected targets so that there is a sustainable increase in productivity.

#### 2.4. Data analysis method

The method of data analysis is carried out based on the research objectives to be achieved, including:

- 1) Executed talent management process  
An analysis is carried out based on the documentation study conducted so that employees who are fit and proper in occupying the given position can be obtained.
- 2) How to map employee competencies for existing conditions  
An analysis is carried out based on the documentation study conducted so that employees are mapped in the right Talent Pool.
- 3) Talent management factors that cause decreased employee productivity  
The data were analyzed comparatively, between the targets of HR performance achievements and the company's talent management program. By making comparisons, information will be obtained regarding the current talent management process, how to map employee competencies currently carried out, between management processes. Which talent causes employee productivity tends to decrease?
- 4) Action plans that can be used to increase employee productivity,  
With the comparisons made, an action plan can be obtained that can be used to increase employee productivity.

### 3. RESULTS AND DISCUSSION

#### 3.1 Standards Applicable to Talent Management

Talent management needs to be carried out based on the Minister of State-Owned Enterprises Regulation number PER-03/MBU/10/2019 concerning talent management for civil servants within the ministry of state-owned enterprises.

In general, the applied talent management can be explained as follows:

- 1) The Talent Management methodology and process are derived from the policies and organizational directions of the Ministry of SOEs in general, which are contained in the Strategic Plan of the Ministry of SOEs, especially in the Strategic Goals to create competent and competent human resources professional. Competent human resources are human resources who have the capabilities required by the organization and are consistently shown to provide adequate or high levels of performance. While professional HR is HR who has the ability to a field of expertise, readiness to compete, the ability to do time and work efficiency, skills, good at reading situations and circumstances, experienced, has good character and work results.



- 2) Furthermore, the organizational strategy is translated into the Roadmap for the Implementation of the Merit System, especially those related to HR Management, Career Management and Talent Management.
- 3) The Merit System Roadmap is supported by the determination of HR competency standards for each position and the HR Management Information System to provide a comprehensive HR database.

The Talent Management methodology and process have their respective responsibilities which have been divided into several stages, as follows:

- 1) In the process of talent planning, the responsible party is the HR Management Section.
- 2) In the talent identification process, the responsible party is the PNS Talent Committee.
- 3) Critical job selection process, the responsible party is the Committee Civil servant talent.
- 4) In the awareness process, the responsible party is the HR Management Section.
- 5) In the assessment & selection process, the responsible party is the PNS Talent Committee.
- 6) In the talent briefing process (rule of the game), the responsible party is the HR Management Section.
- 7) In the talent coach assignment process, the responsible party is the HR Management Section.
- 8) Talent aspiration process, the responsible party is Talent, Coach, and HR Management Section.
- 9) In the talent program assignment process, the responsible party is the HR Management Section.
- 10) In the talent evaluation process, the responsible party is the PNS Talent Committee.
- 11) Talent forum process, parties Which responsible responsibility is the HR Management Section.
- 12) In the promotion/demotion process, the responsible party is the PNS Performance Assessment Team.
- 13) The process of placement assistance, the responsible party is Coach, PNS Talent Committee and PNS Performance Assessment Team.
- 14) In the process of intangible rewards, the responsible party is the HR Management Section.
- 15) In the talent engagement process, the responsible party is the HR Management Section.
- 16) In the talent retention program process, the responsible party is the HR Management Section.
- 17) In the talent risk management process, the responsible party is the HR Management Section.
- 18) Process alumni talent, the responsible party is the HR Management Section.
- 19) The exit activity execution process, the responsible party is the HR Management Section.

Furthermore, in terms of the implementation of Talent Management it is carried out through the following stages:

- 1) Talent Acquisition
- 2) Talent Pool Management
- 3) Alignment with Career and Succession Management
- 4) Talent Engagement and Retention
- 5) Talent Transitions



Figure 1 Talent Management Methodology and Process

Standards that apply to Talent Management for each stage are as follows:

- 1) Recruitment and selection

Recruitment can be done openly. The recruitment process is open for new employees in State-Owned Enterprises as follows: (Forum Human Capital Indonesia, 2023)

- Registration

Covers the process of registration and administrative selection by the person in charge of BUMN. Participants who pass the selection stage will proceed to the next stage of selection.

- Basic Ability and Moral Tests

The Fundamental Ability and Moral Tests have weights of 40% and 60% respectively on scores at this stage.

- English Test

The English test is conducted using a cut-off value above a score of 450.

- Test by BUMN

This BUMN test consists of stages in the form of:

- a) Field competency test
- b) User interviews
- c) Social media analytics and digital
- d) mindset
- e) Medical Checkup

- Final Announcement

At this stage, the prospective employee will be accepted as a BUMN employee in the position he has applied for after passing the previous stage of selection.

In contrast to new employees, employees who are already in the BUMN environment can also take part in the selection as follows:

- a) The talent selection process is carried out after the assessment process which is generally applied to all employees.



- b) Employees who have outstanding assessment results or are included in the Star, Possible Future Star, and Key Contributor boxes will be followed up with an examination of the employee's performance history for a minimum of
  - c) The previous 2 years in a row.
  - d) The talent selection process is carried out by the PNS Talent Committee and the results are consulted and reported to the PNS Performance Assessment Team. The PNS Talent Committee and the PNS Performance Assessment Team were formed and their membership was determined by the Minister of State-Owned Enterprises as stipulated in Article 201 of Government Regulation Number 11 of 2017 concerning Management of Civil Servants.
  - e) Candidates for one priority position consist of a maximum of 3 (three) Talents as potential successors. The maximum number of Talents in the Trident Pool for each position level (Madya and Primary High Leadership Positions, Administrator Positions and Supervisory Positions) is three times the priority positions determined by the PNS Talent Committee (Talent Committee).
  - f) Talents (employees who have entered the selection stage) must be evaluated periodically (24 months) to ensure that Talents still have advantages compared to other employees.
  - g) If based on the results of the mapping, 3 (three) Talents are not obtained as successors for each priority position, then the Talents Committee PNS (Talent Committee) can allocate the same Talent to different priority positions.
  - h) The PNS Talent Committee (Talent Committee) may recommend to the HR Management Section to conduct a re-assessment or carry out other selection methods for Talent candidates and employees who are considered to have the potential to enter the talent pool prior to placement in priority positions.
  - i) The Ministry of BUMN is obliged to provide invitations to employees who are included in the talent pool to conduct briefings regarding the Talent Management program and the rights and obligations of Employees as Talents.
- 2) Orientation process  
Orientation is carried out by all parties so that the talent management process can be known by all parties and participate in building talent in the future.
  - 3) Work management  
The performance management process within the company needs to follow the talent nomination process that has been stipulated in the PermenBUMN.

### 3.2. Talent Management Program Evaluation

Based on the identification of the initial conditions and standards that must be met in talent management, several evaluations related to the talent management program are carried out as follows:

#### (1) Recruitment and selection

Even though this stage has been carried out, no new employees have been placed in the marketing department of PT Pertamina Niaga in North Sumatra Province. This is important considering that there will be 1 employee who will retire next year and 1 employee who will retire the following year. Therefore, it is necessary to recruit for the placement of new employees in the marketing department, especially in North Sumatra Province.

(2) Orientation process

The orientation process that has been carried out so far only provides an explanation of the workplace conditions that will be faced by new employees. It's a good idea, this orientation process involves all parties, both superiors, coaches, or the assessment team.

(3) Work management

The performance management that has been carried out so far has been good, using 9 boxes from the talent pool. The procedures for determining and mapping employees are also in accordance with the procedures stipulated in regulations. However, management the performance carried out is closed enough so that the employee being assessed cannot see the value he has obtained and what needs to be evaluated from his profile. The results of this assessment should also be given to employees to be assessed as feedback for future improvements and a counseling process can be carried out to support the next employee's performance.

(4) Recognition and retention

PT Pertagas Niaga is the only Petroleum BUMN engaged in the gas sector. This is also supported by the lack of competition from similar petroleum businesses so that employees tend to stay within the company even though there is dissatisfaction. In general, turnover in this company is very low. However, the company also recognizes the performance of its employees through promotions and demotions. For this, the company has been good in its achievements.

(5) Education and training

The education and training process that is carried out tends to be closed and does not involve employees in its stages. For example, if a new employee is placed in the marketing department, the employee must be able to master the skills needed and the targets requested by the superior without any control from the coach, the employee himself or his superior. This causes a mismatch between the educational and training needs of new employees and the skill requirements in which the employees are placed. This is an indication of the need to use the results of performance appraisal for employees to be used for mapping education and training.

(6) Regeneration development

Regeneration is needed by an organization to replace employees who move jobs, die, or retire. Therefore, the development of regeneration is very important to form emotional closeness and technical competence of new employees which will ultimately be able to increase the achievement of divisional/departmental targets. However, a good regeneration process is not yet visible, for example employees are given jobs that have not been mastered properly or have been worked on together with seniors in that section. Therefore, the regeneration process involving various parties needs to be carried out.

#### 4. CONCLUSION

The conclusions that can be obtained based on the research studies that have been carried out are as follows:

1. The talent management process that has been carried out has been carried out by human resource management in recruitment and selection, as well as the performance management process.
2. Employees are grouped into a talent pool based on the leadership, fundamental and technical competencies possessed by each employee.





3. The factor in talent management that causes decreased productivity is in the formation of competencies needed by new employees in the regeneration process. Several actions have been taken by management but need some improvement, especially in terms of recruitment and selection, performance management, orientation process, and education and training.
4. The follow-up plans that can be carried out to overcome these problems are: Organizational preparation of talent management, from the appointment of coaches, appraisers, superiors, and the mechanism, Talent management processes that can be accessed by each employee so that assessments, strengths and weaknesses can be evaluated. This will form a self-assessment of employees, Since training needs differ between employees, the training system needs to be carried out in a participatory manner, meaning that employees register according to their training needs. This will also lead to cost efficiency in training.

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