

ABSTRAK

Talent Management System Pada Program Succession Planning di PT. ECCO Tannery Indonesia

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Kelangkaan SDM dibidang penyamakan kulit ditemukan di dunia kerja Indonesia. Menyikapi keadaan tersebut, PT. ECCO Tannery Indonesia menjalankan *talent management system* dengan fokus utama pada program *succession planning*. *Talent management* yang dijalankan mulai tahun 2017 ternyata tidak seperti yang diharapkan, masih ada kegagalan *talent pool* menduduki posisi yang direncanakan sebelumnya. Penelitian ini berusaha mendeskripsikan dan menganalisa *talent management system* pada program *succession planning* di PT. ECCO Tannery Indonesia dan upaya perbaikan yang dilakukan guna memperoleh program yang optimal dan sukses.

Metode penelitian ini menggunakan metode kualitatif deskriptif dengan pendekatan penelitian menggunakan *single study case*. Unit analisis dalam penelitian ini melibatkan 5 informan yang terdiri dari : 1 Manager HR, 2 Manager Departemen dan 2 *Talent Pool*. Sementara itu teknik analisa data menggunakan Triangulasi.

Berdasarkan hasil penelitian ditemukan bahwa pelaksanaan *talent management* di PT. ECCO Tannery Indonesia masih belum maksimal karena masih belum ada pedoman yang baku tentang *talent management* dan *talent management* yang diterapkan masih menggunakan kerangka *talent management* lama. Saran yang diberikan peneliti adalah menyamakan *mindset* tentang *talent management* dan *succession planning* kepada semua departemen dan menerapkan kerangka *talent management* baru.

Kata Kunci : *Talent Management, Succession planning, Performance Management System, 9 box Grid*

ABSTRACT

Talent Management System on Succession Planning Program At PT. ECCO Tannery Indonesia

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The scarcity of human resources in the leather skill is found in Indonesia. To responding this conditions, PT. ECCO Tannery Indonesia implementated the talent management system with a major focus on the succession planning program. The talent management that was starting in 2017 has not meet company expectation, there is still failure in the talent pool to occupy the position was planned. The purpose of this research is to describe and analyze the talent management system in the succession planning program at PT. ECCO Tannery Indonesia and the improvement efforts made in order to obtain an optimal and successful program. This research method used descriptive qualitative method with research approach using single study case. The unit of analysis in this research involved 5 informans, consisting 1 HR Manager, 2 Department Managers and 2 Talent Pools. The technique of data analysis uses triangulation. Based on the research result was found that the implementation of talent management in PT. ECCO Tannery Indonesia is still not optimal because there are still no standard guidelines related to talent management and the talent management was applied with old talent management concept. The researcher advice to PT. ECCO Tannery Indonesia to equalizing the mindset of talent management and succession planning to all department head and implementate the new talent management concept.

Key Word : *Talent Management, Sucession planning, Performance Management System, 9 box Grid*