MAKING TALENT MANAGEMENT SYSTEM FOR SUPPORT QUALITY OF WORK LIFE (QWL)

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Abstrak. Market development and the severity of the global business competition requires companies to pay attention to the employees needs and facilitate the employees to develop some skills. In this case, the company can show interest to the Quality of Work Life of employees. Quality of work life as the feeling employees have towards their work lives until have an impact on the effectiveness of work. According to the European Foundation for the improvement of Living and Working Condition (EWON,2002), there are 5 dimension in Quality of Work Life i.e Health & well being, job security, job satisfaction, competency development and work & work life. Competency development is the dimension which will be learnt more deeply.
This research will be conducted in a cement and concrete manufacturing company in East Jawa. As a growing company, this company needs to restructure itself to face global competition. Therefore, a talent management system is needed, so that it will help the companies to prepare the prospective leader who was able to achieve the company business strategy. The methods used in the research was action research method.

Key words : Quality of Work Life (QWL), Talent Management System

Introduction

Today the business environment is changing very fast., organization must be prepare and cope with change in business dynamics. PT. X recognize that the company's success in handling change will be largely determined by the quality of its employees as assets that need to be managed and maintained. Employee with good

performance will bring personal success that will also impact the success of the organization (Ng, 2005 dalam Li & Yeo, 2012). One of the factor that can drive employee to show good performance is by maintaining Quality of Work Life. An employee who has quality of work life then they have low level stress, good communication and kerjasama so that their productivity will increase (Srivastava & Kanpur, 2014). According to The European Foundation for the Improvement of Living and Working Condiition (EWON, 2002) there are five dimensions of Quality of Work Life is health & well being, job security, job satisfaction, competency development, balancing work & non work life. Competency development is the dimension which will be learnt more deeply.

Competency development is operationalized as the nature of the job that provides opportunities and stimulates growth in skills and knowledge either for career or organizational development (Rethinam & Ismail, 2008). Based on the result pra assessment, the company both from the side of work and employers provide opportunities to employees to develop knowledge/skills by providing facilities and direction to them to be successful in their work. However, the company's competency development has not been fully directed to prepare employees to acccupy a higher position (leader position). This is certainly a disadvantage because the company is currently doing business expansion by opening seceral plant that requires leaders. It appears to be difficult to find a leader to fill the leadership position at plant. Difficulty finding a leader from internal company is also due to the recruitment process undertaken bay the company doesn't hace a definite standard and in accordance with

the company's strategy in the future. It certainly result new employees not fully have the potential to be developed to become future leaders.

Based on explanation, the company needs talent management system to find talent to support company's business strategies. There are several advantages when companies pay attention to talent is employees have the ability and skill that suits the needs of the market and the company becomes more innovative (Berger, 2004). The purpose of this research is to design a talent management system model that suits the company.

Method

The European Foundation for The Improvement of Living and Working Condition (EWON, 2002) defines Quality of Work Life (QWL) as a multi dimentional construct consisting of *Health and Wellbeing*, *Job Security, Job Satisfaction, Competency Development,* dan *Work and Non Work Balance* (Rethinam & Ismail, 2008). One way to support *quality of work life* is to design talent management system. According Avedon (Silzer & Dowell, 2010) *talent management system* is deined as integrated set of process and procedures used in an organization to attract, onboard, retain, develop and move talent to achieve strategic objectives.

Participant in this research were Human Resource Development team, consisting of recruitment and development. The method used in this study is the qualitative method (Creswell, 2007) as the process of collecting data in exploring soial problems. Researcher are key instruments that build a holistic picture, interpret the result of

data and report them in detail according to the natural setting of a problem. Data analysis was performes by means of the process of reduction of the data, coding to find themes, interpreting the emerging themes and drawing conclusions.

This research process begin with a preliminary survey of the extent to which the component of talent management have been done in the company. Based on these results, the researcher conducted an assessment of one talent management component that hasn't been effectively done by the company. The assessment result form the basis of the intervention to create a talent management system design.

Result

Based on pre-assessment results, the intervention used to improve one dimension in quality of work life is to design talent management system. The design of the intervention in this research using talent stewardship framework consisting of identification, assessment, development and retain process. The initial steps to design talent management system include:

1. Identify the company's business strategy
2. Identify the company's core competencies based on the company's vision, mission and values
3. Analyze the competency model applied by the company
4. Identify key positions within the company.

The next step is to determine the talent strategy that will be used by the company related to the implementation of corporate strategy. Which is meant talent strategy is

the determination of talent criteria needed by the company and how to meet the amount of talent the company needs. The last step is to identify each HR activity the company has done in the process of identification, assessment, development and retain talent. In this case, researchers make improvements to one of HR activities that have not been implemented effectively in one of the talent management process.

Discussion

The focus of this research is make the design of talent management system. However, the design of talent management system will be discussed with the management. Based on previous research, the application of talent management system will help companies find talent in organization, organization have chance to get key player from development program which is done and organization become more innovative because knowledge that employee have more diverse (Sukoco & Fadillah, 2016). The existence of talent management helps companies create a more targeted competency development program for employees in accordance with the company's business strategy. Thus, the quality of work life of employees will increase (Sharma & Bhatnagar, 2009).

Conclusion

Based on pre-assessment results, employees at PT. X does not yet have a good level of quality of work, therefore established a program to improve QWL. The program has been designed is talent management system. The program that has been

designed is convinced to improve QWL through competency developement dimension.

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