

SUPERIOR TALENT DEVELOPMENT STRATEGY IN PREPARING FUTURE LEADERS DURING CHANGE

M. Aditya Warman^{*)1}, M. Syamsul Maarif^{**)1}, Anggraini Sukmawati^{**)1}, Joko Affandi^{*)1}

^{*)}School of Business, IPB University
Jl. Pajajaran Bogor 16151, Indonesia

^{**)}Departement of Management, Faculty of Economics and Management, IPB University
Jl. Agatis, Campus of IPB Darmaga Bogor 16680, Indonesia

Article history:

Received
18 April 2022

Revised
14 May 2022

Accepted
28 May 2022

Available online
31 May 2022

This is an open access
article under the CC BY
license



Abstract: Talent management development is directly related to the organization's future-readiness. Competent, loyal, passionate, and highly motivated employees are important assets as future leaders, meaning the right strategy is needed for increasingly global business development readiness. Therefore, this study aimed to analyze the talent management policy strategies that promote organizational justice, where data were analyzed using the Fuzzy Analytical Process (FAHP) method. The results showed that a superior talent policy strategy is important and should be implemented according to the organization's needs to prepare future leaders. The strategy is essential in preparing future leaders during change by involving BPJSTK management, the Ministry of Manpower, and talent. It is important to ensure the effective implementation of a superior talent development model in line with the needs of future leaders.

Keywords: fuzzy analytical process, talent management, superior talent, development strategy, future leader

Abstrak: Pengembangan manajemen talenta berhubungan langsung dengan kesiapan organisasi ke depan. Karyawan yang kompeten, loyal, bersemangat, dan bermotivasi tinggi merupakan aset penting sebagai pemimpin masa depan, artinya diperlukan strategi yang tepat untuk meningkatkan kesiapan pengembangan bisnis global. Oleh karena itu, penelitian ini menganalisis strategi kebijakan manajemen talenta yang mengedepankan keadilan organisasi, dimana data dianalisis menggunakan metode Fuzzy Analytical Process (FAHP). Hasil penelitian menunjukkan bahwa strategi kebijakan talenta unggul penting dan harus diterapkan sesuai kebutuhan organisasi untuk mempersiapkan pemimpin masa depan. Strategi tersebut penting dalam mempersiapkan pemimpin masa depan saat perubahan dengan melibatkan manajemen BPJSTK, Kementerian Tenaga Kerja, dan talent. Penting untuk memastikan penerapan model pengembangan talenta unggul yang efektif sesuai dengan kebutuhan pemimpin masa depan.

Kata kunci: fuzzy analytical process, manajemen talenta, talenta unggul, strategi pengembangan, pemimpin masa depan

¹ Corresponding author:
Email: muhamadaditya@apps.ipb.ac.id

INTRODUCTION

In the era of change, the dynamic global business competition requires organizations to set strategies and obtain accurate ways to be rapider and ahead of their competitors. The main challenge is to pursue change through adaptation to future organizational needs. This is realized by promoting the workability of superior human resources, including talent management, rather than job security and lifelong work (Nilsson and Ellstrom, 2012).

Talent management development is directly related to the organization's future-readiness. Competent, loyal, passionate, and highly motivated employees are important assets as future leaders. Mattone and Xavier (2013) stated that human resources are crucial to gaining market differentiation, superior execution, and effective business operations. This perspective shifts from a more strategic human resource paradigm (Boudreau and Ramstad, 2005).

Acquiring, nurturing, and retaining talent is difficult and requires a genuine organizational effort. Talent management is an integrated effort with recruiting, developing, and maintaining the best and most talented employees (Rothwell, 2010). In 2015, a Deloitte report on Global Talent Pulse showed that some global organizations make investment changes to maintain and make their business attractive.

The unpreparedness in facing challenges during change is a serious factor in finding a solution quickly. Deloitte (2013) stated that only 2% of their professionals consider the global employee mobility function world-class. Furthermore, more than 70% of practitioners feel that their global employee mobility is underperforming or requires significant investment to promote talent development. This survey is explained in a broader context for the role of human resource practitioners that should catalyze change. They should ensure talent search and development to help businesses progress in this changing environment.

Stakeholders should equip the human resource practitioners with the right skills, ensuring they are well trained in future talent development. This would promote identifying talent management development sources and bridging companies to focus on organizational goals and business sustainability (Becker and Huselid, 2006; Tarique and Schuler, 2010).

The internal and global conditions of talent development and mobility indicate some problems, where the practitioners have a major challenge for organizations that want to compete amid change. The recent human resource transformation focuses on cost savings instead of building an agile function and encouraging business. There are initiatives to promote change towards future business while considering the role of human resource function in promoting talent. The two views on talent management that include this perspective are: a) The main thing associated with talent is that individuals with high potential are sought, recruited, and rewarded differently according to their performance, regardless of their organizational role; b) Talent is "Undifferentiated Good" and could be considered as having higher potential than other employees that require management and guidance by the organization's HR department to achieve high performance.

This strategy focuses on the growth and development of the company's potential talents. It involves recruitment, selection, training, development, and retaining existing talents. This is because talent is an important asset affecting the company's performance. A talent management development strategy is formulated to build a comprehensive plan. This involves considering the elements influencing the talent to feel cared for, engaged, and motivated to grow with the organization in the future.

Based on the background and problem formulation, a superior talent development strategy is necessary to prepare future leaders to overcome external and internal challenges in an era of change. Therefore, this study aimed to analyze talent management policy strategies that promote organizational justice. The talent management concept is based on the Resource-Based View (RBV) theory. The theory states that organizations gain a competitive advantage by utilizing scarce and inimitable resources that motivate practitioners and scholars to focus on talent management (Selman, 2016). In this case, talent management highlights the social capital ignored by the RBV. Tatoglu *et al.* (2016) proposed a different institutional theory perspective to show the motives of talent management because the RBV considers society an economic asset but ignores social capital.

This study focused on the strategy for developing talented human resources to prepare future leaders through organizational justice during a change in

social security public legal entities. It could promote organizational justice and employee engagement toward optimal performance. Therefore, a talent development system is expected to help the organization respond to challenges in the era of change in social security legal entities.

Compared to previous studies which only focused on the concept of superior talent and its effect on organizational goals and business sustainability, the novelty of this research includes novelty of concepts, models, and practical contexts where this research formulates the formation of a conceptual model of policy implications that encourage the development of superior talent in preparing leader. This research also focuses on developing organizational partner development strategies in building awareness for accelerating superior talent in preparing leaders.

Talent management plays an important role in human resource development as managing everyone in the organization to achieve superior performance. Collings and Mellahi (2009) defined talent from a strategic perspective that includes key positions with the potential to demonstrate competitive advantage.

The benefits of talent management is seen from several perspectives in the company. From the cultural perspective, it is an organization's part that allows talent to develop independently. Based on the competitive perspective, the management provides knowledge about the advantages and disadvantages of each talent that could be a competitive advantage. From the development perspective, each talent focuses on their development. The management also allows each talent to provide input, opinions, or ideas that promote organizational change.

The talent management strategy must be integrated and aligned with the company goals and be related to the organizational culture. It closes the gap because few organizations care and map the talent management readiness in facing future challenges. Organizations lack strategic goals and do not understand implementing talent development comprehensively. Additionally, they use Human Resources Analytic to reference mobilization and job rotation for talent management.

METHODS

This study was conducted at the Head Office of the National Social Security Agency for Employment (BPJSTK), located on the 27th floor of Plaza BPJAMSOSTEK at Jl. Setiabudi Utara Raya, RT.5/RW 1, Kuningan, Karet Kuningan, Setiabudi Sub-district, South Jakarta, Jakarta 12940, Indonesia. It was carried out from May to December 2021, while the situational analysis was conducted from December 2020 to January 2021. The analysis involved mapping opinions and practical input from experts and practitioners regarding policy and talent development implementation.

Primary data were obtained from respondents through in-depth interviews with several experts, including the Supervisory Board, Board of Directors, Deputy Director at the General Directorate, and the Directorate of Strategic Planning. Other respondents included the officials from the Ministry of Manpower, the Ministry of Finance, the National Social Security Council (DJSN), the National Employers' Association (APINDO), and academics and practitioners in Manpower. Moreover, secondary data were obtained from the BPJSTK archives, internal data on HR, relevant and credible journals and books, and internet information in line with the topic.

This research was conducted on 16 expert respondents and as many as 273 practitioner respondents. Criterion 16 Experts, namely having at least one of three skills, namely in the fields of employment, social security, and human resources (HR), with a minimum of 10 years experience in the field they are engaged in and willing to be involved in expert surveys conducted by researchers. The criteria for practitioner respondents are as many as 273 people are BPJS Employment personnel who have at least become permanent employees, and hold the position of head of a branch or equivalent to the head of the middle branch B. The determination of practitioner respondents is taken to represent 50% of each official at the head office and regional officials who consists of 325 branch offices.

This study used Fuzzy Analytical Hierarchy Process (FAHP), which is useful in selecting an alternative problem by combining the fuzzy theory and hierarchical structure analysis (Marimin, 2013). The method allows decision-makers to include qualitative and quantitative data in the decision model. Consequently, the decision-making for a range assessment is more convincing than in a certain value.

FAHP combines AHP and a fuzzy approach (Kusumadewi and Hari, 2010). As published in the Maranatha Management Journal, Vol.16, No.1, November 2016 5, the method was originally used to compare the fuzzy ratios described by the triangular membership function. Chang introduced a new approach with FAHP in Chang's extent analysis method using a triangular fuzzy number (TFN) as a pairwise comparison scale (Table 1). TFN is a fuzzy set theory that helps measure human subjective judgments using language. Therefore, the essence of FAHP lies in pairwise comparisons described by a ratio scale associated with the fuzzy scale (Shega et al. 2012).

Table 1. Triangular fuzzy Number

Statement	TFN
Absolute	(7/2, 4, 9/2)
Very Strong	(5/2, 3, 7/2)
Fairly Strong	(3/2, 2, 5/2)
Weak	(2/3, 1, 3/2)
Equal	(1, 1, 1)

Based on the Chang (1992) extent analysis method, applying a process in this hierarchy involves using each object for analysis against each criterion. This helps generate the extent analysis value for each object or criterion. FAHP has several advantages over other methods. First, it shows the hierarchical structure resulting from the selected criteria to the deepest sub-criteria. Second, it considers the validity of the tolerance limit for the inconsistency of various criteria and alternatives selected by decision-makers. Third, it considers the durability of the output sensitivity analysis of decision-making. Fourth, AHP solves multi-objective and multi-criteria problems by comparing the preferences of each element in the hierarchy. Therefore, it could be used as a comprehensive decision-making model.

RESULTS

Talent management development is a strategic option to harmonize humans with their roles. Human roles could be harmonized and described through talent management development. The process involves recruitment, development, learning, and promoting talent management to align with future roles. Therefore, the right strategy is necessary for developing superior talent in preparing future leaders in the era of change. The FAHP method was used to analyze strategic positions to determine the best alternative strategy based on the influencing factors or criteria according to the perspective of interest. Meanwhile, its analysis obtained the main actors and the objectives to be prioritized while developing superior talents in preparing future leaders in the era of change. It aimed to determine the dominant factors and the main actors and objectives as strong reasons influencing the superior talent development model in preparing future leaders. A questionnaire based on the FAHP framework was distributed to 16 experts directly related to social security activities.

The expert justification using the FAHP method produced alternative superior talent development model strategies in preparing future leaders in the era of change, as shown in Table 2. The prioritized alternative strategy was implementing a superior talent development model as a future leader (S3) (0.260). It was followed by designing a strategic policy (S2) (0.252), designing practical standards (S4) (0.245), and considering superior talent as future leaders during change (S1) (0.244).

The importance of implementing a superior talent development is because talent manahement has become a management priority among business leaders as a result if transition from a commodity to a knowledge based economy. Talent management can secure employee engagement and positive contribution to the organization (Baartvedt, 2013).

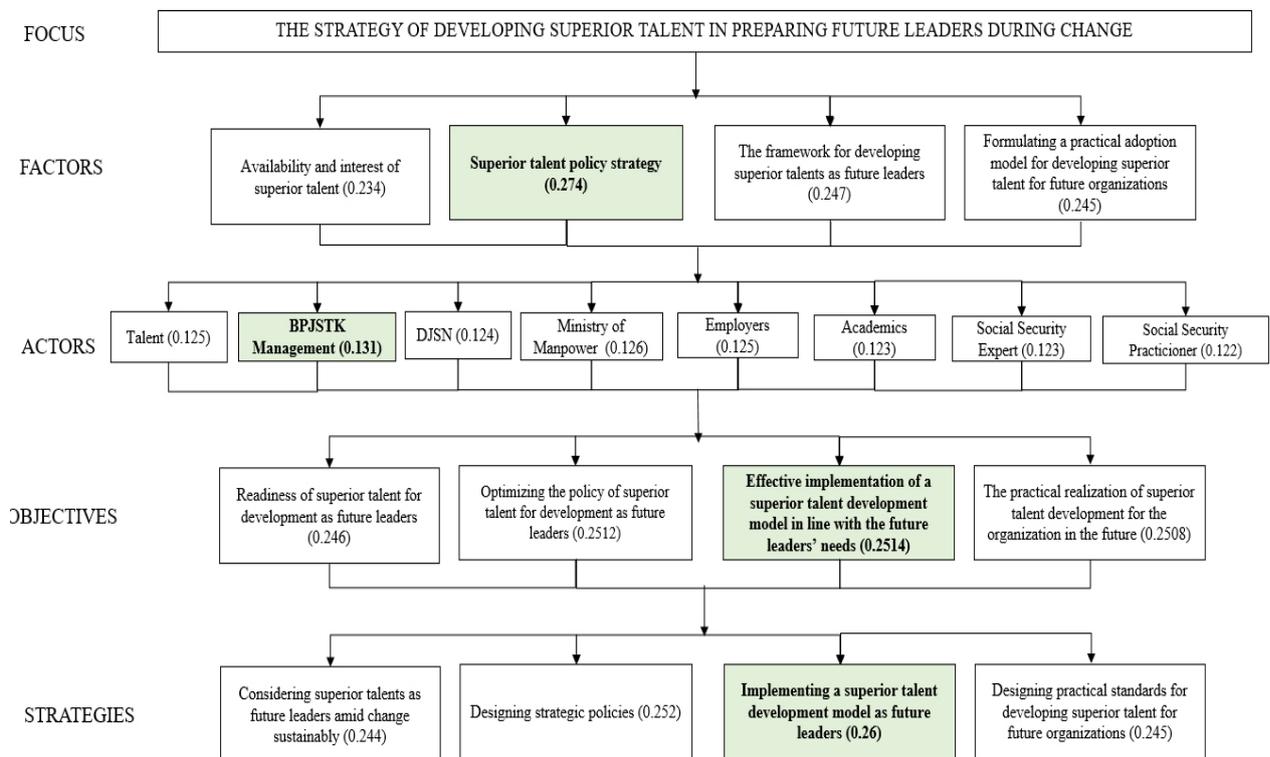
Table 2. Alternative strategic priorities for superior talent development models in preparing future leaders during change

Alternative Strategy	Priority Vector	Priority
Considering Superior Talents as Future Leaders in an Era of Change Sustainably	0.244	4
Designing a Strategic Policy for the Development of Superior Talents as Future Leaders in the Era of Change	0.252	2
Implementing the Superior Talent Development Model as Future Leaders in the Era of Change	0.260	1
Designing Practical Standards for Talent Development for Organizations in the Future	0.245	3

The results showed that the main strategic alternatives were implementing a superior talent development model (S3) (0.260), designing a strategic policy (S2) (0.252), designing practical standards (S4) (0.245), and considering superior talent as future leaders during change sustainably (S1) (0.244). These results were also examined by sensitivity analysis based on factors and actors whose weights fluctuated but the main strategic alternatives were relatively constant.

Based on Figure 1, the factor that plays the most significant role was the superior talent policy strategy

in preparing future leaders (F2) (0.274). It was followed by the conceptual model framework (F3) (0.247), formulating a practical adoption model (F4) (0.245), and the availability and interest in superior talent in preparing future leaders (F1) (0.234). Where according to Sukoco and Fadillah (2016) the implementation of talent management can be carried out at the staff level to top management to produce leaders at various levels. Where with the preparation of qualified leaders, the placement and evaluation of the best cadres of the leaders can be ensured.



Description:

Level 1: The target achievement is the strategy of developing superior talent in preparing future leaders during change.

Level 2: The criteria or factors in designing a superior talent development strategy model in preparing future leaders are:

1. Availability and interest of superior talent (F1)
2. Superior talent policy strategy (F2)
3. The framework for developing superior talents as future leaders (F3)
4. Formulating a practical adoption model for developing superior talent for future organizations (F4)

Level 3: The most influencing actors in designing the superior talent development strategy model in preparing future leaders are:

1. Talent (A1)
2. BPJSTK Management (A2)
3. DJSN (A3)
4. Ministry of Manpower (A4)
5. Employers (A5)
6. Academics (A6)
7. Social Security Expert (A7)
8. Social Security Practitioner (A8)

Level 4: The objectives in designing a superior talent development strategy model are:

1. Readiness of superior talent for development as future leaders (T1)
2. Optimizing the policy of superior talent for development as future leaders (T2)
3. Effective implementation of a superior talent development model in line with the future leaders' needs (T3)
4. The practical realization of superior talent development for the organization in the future (T4)

Table 5: The strategies in designing the superior talent development strategy model are:

1. Considering superior talents as future leaders amid change sustainably (S1)
2. Designing strategic policies (S2)
3. Implementing a superior talent development model as future leaders (S3)
4. Designing practical standards for developing superior talent for future organizations (S4)

Figure 1. FAHP framework based on expert justification

The actors were BPJSTK management (A2) (0.131), Ministry of Manpower (A4) (0.126), talents (A1) (0.125), and employers (A5) (0.125) with the same weight. These were followed by DJSN (A3) (0.124), social security experts (A7) (0.123), academics (A6) (0.123) with the same weight, and social security practitioners (A8) (0.122). Coordination between actors was important in achieving the goals set. The importance of the role of management in encouraging strategies for developing superior talents as future leaders in the era of change is because management can be courageous to recast their activities in a broader strategic narrative. It can define practice and understand how the language of value may in the future be used to understand what talent management is (Makram *et al.*, 2017). These results are supported by Basuki and Ramadhania (2021) where managers can handle effectively and efficiently managing talent in organizations of today can help companies to keep their best workers.

The main objective was to effectively implement the superior talent development model in line with future leaders' needs (T3) (0.251). It was followed by optimizing policies on superior talent to develop future leaders (T2) (0.251). The third objective was the practical realization of superior talent development for the future organization (T4) (0.250). It was followed by the readiness of superior talent for developing future leaders (T1) (0.246). Figure 1 shows the detailed

FAHP results with their weights and priorities. It is important for organizations to prioritize the goals of implementing a superior talent development model as future leaders because implementation may add value and contribute to organization success (Makram *et al.*, 2017). These results are supported by King (2015) where implementing talent management effectively necessarily requires consideration of the full breadth and range of activities within the talent system, collaboration amongst inter[1]dependent actors, and awareness of complementary roles and scope of influence as stakeholders.

After doing an analysis to see what strategic priorities can be achieved to improve the superior talent development model in order to prepare for the future in an era of change (Table 3). Furthermore, an analysis of the influence of actors on factors is carried out, to determine the priority of actors who should be involved in each factor related to talent development.

The analysis of the availability and interest of superior talent in preparing future leaders (F1) showed that the main actor with the highest weight value was BPJSTK management (0.130). It was followed by talent (F1) 0.127), the Ministry of Manpower (0.126), employers (0.127) as well as DJSN (0.123), academics (0.123), social security experts (0.123), and practitioners (0.123) with the same weight.

Table 3. The relationship between factors and actors in the strategic models of superior talent development in preparing future leaders in the era of change

Factor	Actor							
	Talent (A1)	BPJSTK Management (A2)	DJSN (A3)	Ministry of Manpower (A4)	Employer (A5)	Academics (A6)	Social Security experts (A7)	Social Security practitioners (A8)
Availability and interest of superior talent in preparing future leaders (F1)	0.127	0.13	0.123	0.126	0.125	0.123	0.123	0.123
Superior talent policy strategy in preparing future leaders (F2)	0.124	0.13	0.125	0.127	0.125	0.123	0.123	0.122
The conceptual model framework for developing superior talents as future leaders (F3)	0.125	0.131	0.124	0.126	0.124	0.123	0.124	0.122
Formulation of a practical adoption model for developing superior talent for future organizations (F4)	0.125	0.134	0.123	0.126	0.125	0.123	0.122	0.122
Average	0.125	0.131	0.124	0.126	0.125	0.123	0.123	0.122

Based on the superior talent policy strategy in preparing future leaders (F2), the main actor with the highest weight value was the BPJSTK management (0.130). It was followed by the Ministry of Manpower (0.127), as well as DJSN (0.125) and employers (0.125) with the same weight. These actors were followed by talent (0.124), academics (0.123) and social security experts (0.123) with the same weight, and Social Security practitioners (0.122).

The conceptual model framework for developing superior talents as future leaders (F3) showed that the main actor with the highest weight value was BPJSTK management (0.131). It was followed by the Ministry of Manpower (0.126), talents (0.125), DJSN (0.124), employers (0.124), social security experts (0.124) with the same weight, as well as academics (0.123), and practitioners (0.122).

Based on the practical adoption model for developing superior talent for future organizations (F4), the main actor with the highest weight value was BPJSTK management (0.134). It was followed by the Ministry of Manpower (0.126), talents (0.125), employers (0.125), DJSN (0.123), academics (0.123), Social Security experts (0.122), and practitioners (0.122).

The average factor analysis showed that the main actors with the highest weight values were BPJSTK management (0.131). It was followed by the Ministry

of Manpower (0.126), talents (0.125), employers (0.123), DJSN (0.124), Social Security experts (0.123) and academics (0.123) with equal weight, and Social Security practitioners (0.122).

It can be conclude that to optimize the availability and interest of superior talent in preparing future leader, superior talent policy strategy in preparing future leaders, the conceptual model framework for developing superior talents as future leaders, the practical adoption model for developing superior talent for future organizations, the main actor that must be involved is BPJSTK Management. The existence of BPJSTK management as an actor involved can manage different human resources that can be integrated to achieve the same goal and generate a competitive advantage for the company (Morris et al., 2016).

After knowing the priority of the actors who should be involved in optimizing the factors for the development of superior talent. Furthermore, an analysis is carried out to see the relationship between goals and actors. So that it can be concluded what priority goals should be prioritized by the actors involved to achieve an increase in the development of superior talent to prepare future leaders in the era of change. The relationship between actors and the strategic objectives of the superior talent development model in preparing future leaders in the era of change in Table 4.

Table 4. The relationship between actors and the strategic objectives of the superior talent development model in preparing future leaders in the era of change

Actor	Objectives			
	Readiness of sources of superior talent development in the context of the availability of future leaders (T1)	Optimizing the policy of superior talent development resources in the context of the availability of future leaders (T2)	Effective implementation of a superior talent development model in line with the needs of future leaders (T3)	The practical realization of superior talent development for the organization in the future (T4)
Talent(A1)	0.246	0.253	0.252	0.250
BPJSTK Management (A2)	0.245	0.250	0.253	0.252
DJSN (A3)	0.247	0.253	0.250	0.250
Ministry of Manpower (A4)	0.247	0.253	0.250	0.250
Employer (A5)	0.248	0.250	0.252	0.249
Academics (A6)	0.248	0.253	0.249	0.250
Social Security experts (A7)	0.245	0.253	0.252	0.250
Social Security practitioners (A8)	0.247	0.245	0.253	0.255
Average	0.2466	0.2513	0.2514	0.2508

The analysis of talent (A1) showed that the objective with the highest weight value was optimizing the policy of superior talent development resources (T2) (0.253). It was followed by the effective model implementation (T3) (0.252), practical realization (T4) (0.250), and the readiness for development as future leaders (T1) (0.246).

The BPJSTK management (A2) analysis showed that the objective with the highest weight value was the effective implementation of a superior talent development model (T3) (0.253). It was followed by practical realization (T4) (0.252), optimizing a policy for developing future leaders (T2) (0.250), and the readiness for development as future leaders (T1) (0.245).

The DJSN (A3) analysis showed that the objective with the highest weight value was optimizing the policy of superior talent development resources (T2) (0.253). It was followed by model implementation (T3) (0.250), practical realization (T4) (0.250), and the readiness for development as future leaders (T1) (0.247).

Based on the Ministry of Manpower (A4), the objective with the highest weight value was optimizing the policy of superior talent development resources (T2) (0.253). It was followed by effective model implementation (T3) (0.250), practical realization (T4) (0.250), and the readiness for development as future leaders (T1) (0.247).

The employers (A5) analysis showed that the objective with the highest weight value was the effective implementation of a superior talent development model (T3) (0.252). This was followed by optimizing the policy of superior talent development resources (T2) (0.250), practical realization (T4) (0.249), and the readiness for development as future leaders (T1) (0.248).

In terms of academics (A6), the objective with the highest weight value was optimizing the policy of superior talent development resources (T2) (0.253). This was followed by practical realization (T4) (0.250), effective model implementation (T3) (0.249), and the readiness for development as future leaders (T1) (0.248).

Based on the social security experts (A7) analysis, the objective with the highest weight value was optimizing the policy of superior talent development resources

(T2) (0.253). It was followed by effective model implementation (T3) (0.252), practical realization (T4) (0.250), and the readiness for development as future leaders (T1) (0.245).

In terms of social security practitioners (A8), the objective with the highest weight value was the practical realization of superior talent development for the organization in the future (T4) (0.255). It was followed by effective model implementation (T3) (0.253), readiness (T1) (0.247), and optimizing the policy of superior talent development resources (T2) (0.245).

The analysis of the actor showed that the objective with the highest weight value was the effective implementation of a superior talent development model in line with the future leaders' needs (T3) (0.251). It was followed by optimizing the superior talent development resources (T2) (0.251), practical realization (T4) (0.250), and readiness (T1) (0.247).

So it can be concluded that the main goal that talent actors, DJSN, ministry on manpower, academics, and social security experts must prioritize is optimizing the policy of superior talent development resources in the context of the availability of future leaders. Meanwhile, BPJSTK Management and employees are expected to prioritize the goal of effective implementation of a superior talent development model in line with the needs of future leaders. However, the main goal that must be prioritized by social security practitioners is the practical realization of superior talent development for the organization in the future. The relationship between goals and strategies for developing superior talent in preparing future leaders in the era of change in Table 5.

The analysis is continued to see the relationship between strategy and objectives. This analysis is carried out to determine which strategic priorities are the most appropriate to be applied based on the aspect of the objectives to be achieved. Where the analysis on the readiness for development as future leaders (T1) indicated that the strategy with the highest weight value was implementing a superior model for future leaders during change (S3) (0.258). It was followed by initiating strategic policies (S2) (0.255), designing practical standards (S4) (0.245), and considering superior talents as future leaders sustainably (S1) (0.241).

Table 5. The relationship between goals and strategies for developing superior talent in preparing future leaders in the era of change

Objectives	Strategy			
	Considering superior talents as future leaders in an era of change sustainably (S1)	Designing strategic policies for developing superior talents as future leaders in the era of change (S2)	Implementing a superior talent development model as future leaders in the era of change (S3)	Designing practical standards for developing superior talent for future organizations (S4)
Readiness of sources of superior talent development in the context of the availability of future leaders (T1)	0.241	0.255	0.258	0.245
Optimizing the policy of superior talent development resources in the context of the availability of future leaders (T2)	0.246	0.252	0.259	0.243
Effective implementation of a superior talent development model in line with the needs of future leaders (T3)	0.245	0.249	0.263	0.244
The practical realization of superior talent development for the organization in the future (T4)	0.242	0.25	0.26	0.247

The analysis on optimizing the policy of superior talent development resources (T2) indicated the strategy with the highest weight value as implementing a superior model for future leaders in the era of change (S3) (0.259). It was followed by designing strategic policies (S2) (0.252), considering superior talents as future leaders (S1) (0.246), and designing practical standards (S4) (0.243).

Analysis was conducted on the effective implementation of a superior talent development model in line with the future leaders' needs (T3). The results showed that the strategy with the highest weight value was implementing a superior model for future leaders in the era of change (S3) (0.263). It was followed by designing strategic policies (S2) (0.249), considering superior talents as future leaders (S1) (0.245), and designing practical standards (S4) (0.244).

In terms of realizing superior talent development for the organization in the future (T4), the strategy with the highest weight value was implementing a superior model for future leaders (S3) (0.260). It was followed by initiating strategic policies (S2) (0.250), designing practical standards (S4) (0.247), and considering

superior talents as future leaders (S1) (0.242). So it can be concluded that the priority strategy that can be applied to achieve the four objectives is the implementation of the strategy of implementing a superior model for future leaders in the era of change.

Managerial Implication

The results of this research are expected to provide benefits and have a broad impact on organizations and society, especially to optimize sources of superior talent development to become leaders in the era of change. The managerial implication that the author can convey from the results of the Fuzzy AHP study is that it is known that top priority management in developing superior talent requires strategic management policy steps to implement the superior talent development model effectively. Human resources practitioners are expected to determine a superior talent development policy strategy as an effort to overcome talent dissatisfaction with the company's talent development program, gaps in employee development and career policies at the head office and branch offices, as well as encourage talent development management at branch offices that is not yet optimal. Organizations in determining priorities

in development are expected to: a) Encouraging top priorities through strategic managerial policy measures as an effort to overcome talent dissatisfaction with talent development programs and reduce the talent policy gap between the center and the regions; b) More focus on optimizing sources of superior talent development and more effective in socializing sources of superior talent development to the lowest branch level; c) To determine the strategic priority of superior talent that is right on target, encourage the acceleration of readiness through a measurable development system, ensure the availability & readiness of superior talent in an era of change.

Ironically, the development of superior talent is often forgotten by organizational leaders, and has not become an organization's priority in preparing its development policy strategy. The readiness of superior talent is limited to recruiting and providing basic job training, but this is not part of the organization's main strategy in developing talent. Because the concern of organizational leaders to develop talents to make organizations competitive and survive has not become a priority. It is hoped that with the priority of developing superior talent in a planned, measured and comprehensive manner, it will certainly encourage organizations to be more agile and resilient in achieving the goal of preparing leaders in an era of change.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The FAHP method was used to analyze the strategy of developing superior talent in preparing future leaders in the era of change. The analysis showed that BPJSTK management should effectively implement a superior talent development model in line with future leaders' needs. Also, the model should be in line with organizational needs to prepare future leaders by prioritizing the superior talent policy strategy. The actors of priority are BPJSTK management, the Ministry of Manpower, and talent. The main objective obtained from the strategic design analysis was the effective implementation of a superior talent development model in line with the future leaders' needs.

Recommendations

This study provided recommendations for practitioners and actors in developing superior talent and human resources. First, building awareness of top leaders is important in preparing superior talent for the future. Second, an effective strategy is needed to accelerate the readiness and availability of superior talent in the era of change. Third, formulating a plan to develop superior talent is a priority for future business continuity. Fourth, the absence of talent in a modern organization is a business defeat in the future. Recommendations were also made for future studies in developing superior talents and human resources. First, studies should focus on the fighting power of superior talents that lack commitment and resistance to pressure. Second, millennial mentoring in readiness to pursue careers for superior talents in inadequate conditions should be included.

REFERENCES

- Baartvedt N. 2013. Talent management as a strategic priority for competitive advantage (a qualitative case study on talent management implementation within a Multinational Company) [tesis]. Swedia: UMEA University.
- Basuki AD, Ramadhania AT. 2021. The implementation of talent management in improving organizational effectiveness (case study in ministry of environment and forestry). *Journal of Public Policy and Applied Administration* 3(2).
- Becker B, Huselid M. 2006. Strategic human resources management: Where do we go from here? *Journal of Management-JMANAGE* 32 (6):898-925.
- Chang DY 1992. Theory and methodology applications of the extent analysis method on fuzzy AHP. *European Journal of Operational Research* 95(1996):649-655.
- Collings DG, Mellahi K. 2009. Strategic talent management: A review and research agenda. *Human Resource Management Review* 19(4):304-313.
- Deloitte. 2013. The Role of HR in global mobility: Extract of article published in international. *HR Adviser Magazine* 2013.
- Kusumadewi, Hari SP. 2010. *Aplikasi Logika Fuzzy*. Ed. ke-1. Yogyakarta: Graham Ilmu.
- King KA. 2015. Global talent management: Introducing

- a strategic framework and multiple-actors model. journal of global mobility. *The Home of Expatriate Management Research* 3(3):273-288.
- Makram H, Sparrow P, Greasley K. 2017. How do strategic actors think about the value of talent management? Moving from talent practice to the practice of talent. *Journal of Organizational Effectiveness: People and Performance* 4(4):359-378.
- Mattone J, Xavier L. 2013. Talent leadership: A proven method for identifying and developing high-potential employees [handbook]. California: AMACOM,
- Morris S, Snell S, Bjorkman I. 2016. An architectural framework for global talent management. *Journal of International Business Studies* 47(6):723-747.
- Nilsson S, Ellström PE. 2012. Employability and talent management: Challenges for HRD practices. *European Journal of Training and Development* 36(1):26-45.
- Rothwell WJ. 2010. Effective succession planning: Ensuring leadership continuity and building talent from within. *Personnel Psychology* 59.
- Selman T. 2016. Talent management: A review of theoretical perspectives and a guideline for practitioners [tesis]. Turkey: Fatih University.
- Shega, Hanien Nia H, Hasbi Yasin. 2012. *Penentu Prioritas Mahasiswa dalam Memilih Telepon Seluler dengan Fuzzy AHP*. Semarang: Universitas Diponegoro.
- Sukoco I, Fadillah AR. 2016. The analysis of talent management strategy using organizational competency approach in PT Pindad (Persero) Bandung City. *Jurnal AdBispreneur* 1:85-102.
- Tarique I, Schuler RS. 2010. global talent management: Literature review, integrative, framework, and suggestions for further research. *Journal of World Business* 45(2):122-133.
- Tatoglu E, Glaister AJ, Demirbag M. 2016. Talent management motives and practices in an emerging market: A comparison between MNEs and local firms. *Journal of World Business* 51(2):278-293.