



Evaluation Model for Talent Management Implementation in Trucking Companies

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Abstract

Purpose: This study aims to examine the implementation and evaluation of talent management in trucking service providers.

Research Methodology: This study uses a quantitative descriptive approach to evaluate talent management implementation in a trucking fleet service company. Data were collected through documentation analysis and questionnaires distributed to the HR Division, which was chosen due to its key role in talent management. The data were analyzed descriptively to assess respondents' understanding and implementation of talent management.

Results: In this study, it was found that the HR Division's understanding of talent management policies in a trucking fleet service company is still at the understanding level.

Conclusions: The company needs to take several steps, such as evaluating the talent selection system, creating attractive talent education and training programs for employees, changing the performance appraisal period to be more regular, and educating employees about talent management.

Limitations: This study is limited to one company and respondents from the HR Division only, which may restrict generalization. The small sample size and focus on perceptions without statistical relationship testing are also limitations.

Contributions: This study provides empirical insight into talent management implementation in trucking companies. It emphasizes the importance of aligning talent management with business strategy and identifies gaps in HR understanding. The study also offers practical implications for improving recruitment, training, and talent development systems, and reinforces talent management as a strategic organizational asset.

Keywords: *Company Trucking, Evaluation Implementation, Talent Management*

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1. Introduction

Human Resources (HR) are an important and central factor in organizations. Organizations are formed based on a deep vision and missions (Goswami, 2018; Prijono et al., 2021). Its achievement is managed and carried out by humans; therefore, humans can be considered a strategic factor in all organizational activities. Therefore, knowledge, methods, and approaches to human resource management are required to organize and manage human resources to achieve organizational goals (Popescu et al., 2019; Saputra & Kusnadi, 2021). In general, there has been a paradigm shift in HR management. The new paradigm

of human resource management considers HR as an organizational asset or human capital; therefore, it must be managed strategically and proactively (Nugroho, 2022; Sumaryadi & Kusnadi, 2021; Suyanto et al., 2021). The strategic role in managing HR or often called with management HR strategic (Anwar & Abdullah, 2021).

Human resource management (HR) is defined as the relationship between the implementation of HR management and organizational strategies to improve performance (Collings et al., 2021; Lumi & Yosef, 2022; Nunuh & Wulandari, 2021). In its implementation, the strategic role in managing HR means that HR managers must be able to elaborate on all the capacities of their employees or HR to be used as a competitive advantage for the organization (Nuraeni et al., 2022; Olson et al., 2018; Parmenas, 2022). Strategic HR has become a requirement. Moreover, changes occurring in the social environment related to the characteristics of current HR are the information era that is based on knowledge and technology that can be utilized by HR (Abdullah, 2021; Satria, 2021). In this era, HR is more of a knowledge worker, which means that HR is currently required to have new knowledge that is in accordance with current changes ongoing (Alshammari, 2020; Hernawan et al., 2022; Otoo, 2019).

The success of an organization or company is largely determined by the quality of the people who work within it. Rapid environmental changes demand their ability to respond to these phenomena (Adula et al., 2022; Gill et al., 2021). The role of HR management in an organization extends beyond administrative functions and focuses on developing the potential of human resources to become creative and innovative (Anggraini, 2021; Aprillita & Perkasa, 2021). One way HR can develop its human resources is by implementing talent management within the company (Wijayanti & Santoso, 2022). With a vision of becoming a leading trucking fleet provider company that can provide a sense of security and optimal benefits to all stakeholders (Abidin et al., 2022; Akter, 2021). The trucking fleet service company strives to move forward by recruiting the best talent and workforce to support the company's vision. The success of a trucking fleet service company is greatly influenced by its Human Capital, especially those with superior talents (top talents) (Dissanayake & Nandasena, 2020; Fadlianto & Sulistyowati, 2022). To prepare talents to fill company positions, including preparing top talents to fill key strategic positions, a comprehensive and continuous talent identification process and development program are required (Khan, 2020; Kurniawan & Hariadi, 2022)].

With the goal of improving employee capabilities and mastery in various fields, trucking companies routinely transfer employees, including between job families (Harywibowo & Hariadi, 2022; Ricardianto et al., 2022). This also applies to employees in the Human Resources Division, where HR employees are assigned to different positions. can come from various backgrounds behind education And experience so that majority employee HR not yet own capability in field Human Capital (Fathihani & Nasution, 2021; Solihin, 2021). With limited capability, employees at the Division of Human Capital Management follow the parent company's working methods (Kuncoro & Harahap, 2021; Setyawati & Aristiyanto, 2021). This is done to prepare for positions within the company and retain talent within the company. Therefore, in 2021, the trucking fleet service company formulated a talent management policy for implementation (Fathihani, 2021; Ikhsani et al., 2021; Rizqi & Sakinah, 2021). Considering this, we will share and evaluate the talent management policies established by trucking fleet service companies by comparing these policies with talent management concepts/theories to provide input to the management of trucking fleet service companies (Heriyanto, 2021; Wardhani & Ully, 2021).

Benefit Talent Management

Talent management is an integral part of modern business and a critical function within an organization (Keke et al., 2021). Talent management offers significant benefits to companies that implement it successfully. Here are some of the benefits of talent management (Agusinta et al., 2021):

1. Put Person Appropriate on Work right

Mapping skills or competencies across talented employees allows management to record an inventory of the skills and abilities present in an organization. This is crucial from both managerial and strategic perspectives. organization and employee Because person Which appropriate Which placed in position Which appropriate will result in an increase in employee productivity. The alignment that is better between individual interests and job profiles will also increase the job satisfaction of the employees concerned.

2. Maintain Employee Which talented tall

Despite changes in the global economy, the attrition of talented employees remains a major concern for organizations worldwide. Retaining highly talented employees is crucial for organizations to maintain leadership and growth in today's highly competitive marketplace. Organizations that fail to retain their best talents risk losing their competitive edge. The focus is now on mapping employee retention programs and strategies to recruit, develop, and retain top talent. maintain, and involve people's quality. Growth employee careers must also be safeguarded, while succession planning is also carried out, and employees who are on the radar need to be looked after so that they know that their performance is appreciated.

3. Recruitment Which More Good

The quality of an organization is determined by the quality of its workforce. The best way to have a talented workforce at the top is to have a talented workforce at lower levels. It is no wonder that talent management programs and training, as well as recruitment assessments, have become integral aspects of today's HR processes.

4. Can more Good Understanding Your Employees

Employee assessments provide management with in-depth insights into employees. Through these employee assessments, companies or organizations can better understand their employees' development needs, career aspirations, strengths and weaknesses, job satisfaction, abilities, likes, and dislikes. dislikes, so they can better determine what can motivate them to work better according to the needs of their organization.

5. Decision development professional Which better

When an organization knows who has high potential, it becomes easier to invest in their professional development. This is because development requires investment decisions for individual learning, training, and development, both for growth, succession planning, performance management, and other areas. Furthermore, if employees are positive about their organization's talent management practices, they are more likely to be confident in its future. The result is a more committed and engaged workforce that outperforms its competitors and ensures the company's leadership position in this highly competitive market.

2. Literature Review

According to [Rachmawati \(2014\)](#), one of the biggest challenges faced by experts in the field of Human Resources (HR) over the last ten years is the unanswered question regarding the definition and objectives of talent management. This may be the reason why HR practitioners still have trouble implementing talent management within the organization, even though they recognize that talent management is crucial for the company's future. [Lesmini et al. \(2022\)](#) and [Wibowo et al. \(2017\)](#) state that talent management is a concept that starts from how to plan, acquire, develop, and retain talent. In other words, talent management is not just a single process or how a development program runs but rather encompasses a series of processes. Talent management is about placing the right people in the right place at the right time. [Saputra et al. \(2022\)](#) and [Widianingsih and Wulansari \(2018\)](#) state a series of integrated activities in managing high-performing employees at all levels of the organization, with the main components

being attracting talent through performance management, learning, and talent reviews and retaining talent through career planning, succession planning, and talent engagement. Companies that use talent management as an HR strategy can improve employee performance in line with company goals ([Achir et al., 2022](#)).

[Angliawati and Maulyan \(2020\)](#) state that the current challenge for companies is to win the talent war because the ability to win the talent war influences the ability to win the market. The talent war is a situation in which companies compete against their competitors to acquire the best talent in the labor market. Knowledge management is defined as any process (formal policies or informal personal methods) that facilitates the capture, distribution, creation, and application of knowledge for decision-making. Knowledge management can enhance skills and work motivation, thereby improving individual and organizational performance. Employee performance is maximized when it is supported by knowledge ([Darmawati, 2020](#)).

According to [Anggraini et al. \(2016\)](#) and [Fadhilah et al. \(2022\)](#), facing increasingly complex competition in the business world and the emergence of Gen Y who have entered the world of work and are considered to have a better understanding of technology as well as negative perspectives on the low level of engagement of Gen Y compared to previous generations, companies need to pay attention to the human resources in an organization in order to create engagement or employee engagement, which impacts the sustainability of an organization. A company cannot operate without the support of reliable human resources aligned with its vision and mission. Companies need to pay attention to human resource investments within their organization and create employee engagement. [Ardhianti et al. \(2022\)](#), [Ayuningtyas and Ilman \(2021\)](#), and [Sugiharto et al. \(2019\)](#) state that employee engagement is formed through the leader's commitment to conveying a clear mission, vision, and organizational values, as well as the leader's authority to give employees freedom in decision-making. Transformational leadership is a form of leadership that seeks to empower employees. Transformational leadership pays attention to an individual's need for growth and development by acting as a mentor ([Wahyuningsih et al., 2021](#)).

[Ardillah \(2020\)](#) and [Syahrial and Sudono \(2021\)](#) stated that the level of employee engagement in a company is important because it serves as a means of aligning employee goals with organizational goals. With employee engagement, companies can determine whether employees have a sense of pride and responsibility toward the company, and know whether employees have a desire to give effort and extra performance for the company. Employee engagement is the degree to which an individual identifies with his or her work, actively participates in it, and considers his or her performance to be important to his or her self-worth. Job engagement is the degree to which an individual is able to engage in an organization, participate and collaborate well, and what he or she does is important to his or her self-worth.

[Berlian Rms and Wahyuningsih \(2021\)](#) and [Ciakaren and Devie \(2014\)](#) defined job satisfaction as a positive feeling about work, as an evaluation of the characteristics of the job. When employees enjoy their work, they are positively involved with their work, resulting in employee engagement. [Ramadhan and Sembiring \(2017\)](#) and [Saputro and Soleha \(2021\)](#) state the benefits of employee engagement state that employee engagement can create success for the company through matters related to employee performance, productivity, work safety, attendance and retention, customer satisfaction, customer loyalty, and profitability. Employee performance is one of the things that results from the creation of high employee engagement. [Chrisdiana and Rahardjo \(2017\)](#) state that an imbalance between work and family leads to reduced work performance, increased absenteeism, high turnover, poor morale, increased conflict, and high injustice towards work capacity. Employee engagement is defined as the emotional and intellectual commitment of employees to contribute to their work, grouping employees into three groups: Engaged, Not Engaged, and Actively Disengaged. Factors that influence employee engagement include the work environment, leadership, team and co-workers, training and career development, compensation,

organizational policies, procedures, structures and systems, and workplace well-being ([Handoyo & Setiawan, 2017](#)).

([Nunoa et al., 2010](#)) state employee engagement emerged as an effort to develop previous concepts such as employee job satisfaction, employee commitment, and employee organizational behavior. Having employees who are actively involved in the company indicates a positive work climate. This is because employees who are well connected to the company they work for will have greater enthusiasm for work, even sometimes far beyond the call of duty main which poured out in contract work. [Simbolon \(2012\)](#) also revealed that the concept of employee engagement can be aligned with the Social Exchange Theory (SET), where the relationship occurs between employees and their companies, resulting from a series of interactions that evolve over time with a sense of mutual benefit and respect and loyalty over a certain period. The behaviors that antecedent employee engagement can be seen from the overall commitment, interest, involvement, and enthusiasm of an individual in a work situation, which aligns with organizational goals and is predicted to increase the effectiveness of the organization.

3. Methodology

The quantitative research method involves analyzing talent management policy documentation in trucking fleet service companies and distributing questionnaires internally in the company to collect information regarding the understanding of talent management concepts in related functions.

4. Results and Discussion

4.1 Talent Management Policies in the Company

A survey of trucking fleet services was conducted by distributing questionnaires to the HR Division of a trucking fleet service company to gain an understanding of the established talent management policy. Understanding talent management policies is necessary for all related parties to implement them and achieve their goals. To implement the established talent management policy, understanding is required as the initial stage of implementation. In this study, the author selected the HR Division as a sample of respondents to the questionnaire because the HR Division plays a crucial role in talent management.

The first question that the Author uses in the survey question was “What do you know about talent management?” Of the eight respondents, four correctly answered that talent management is a systematic approach to attracting, identifying, developing, retaining, and deploying high-potential individuals who have particular value to an organization.

The second question the author asked was, “Why do you think talent management is needed?” Six of the eight respondents understood that talent management is needed to prepare and strengthen the company’s talent in carrying out their duties and achieving the company’s vision, mission, and targets. Six respondents recognized the relationship between talent management and company performance. Meanwhile, the other two respondents did not specifically answer why talent management is needed.

The third question the author asked was “In your opinion, who will be impacted by the implementation of talent management?” and as many as 8 respondents understood that organizations, companies, and workers are the objects affected by the implementation of talent management.

The next question the author asked was, “When should talent management be implemented?” Five out of eight respondents understood that talent management is implemented when the company prepares talent for key positions to support the business strategy.

Next, the author asked the question “In your opinion, what is your role in talent management?” The answer the author received was as follows:

1. Establish a system and prepare potential key holders in the company.
2. Placement of new workers according to their background and experience, and adjusted to the company's needs.
3. Prepare policy implementation talent management.
4. Work hard and persistently to achieve the target company.
5. The role at this time is as an individual rather than a talent itself and what is needed by the organization/company, in the sense that I feel within myself to demand the development of personal qualities according to what is needed by the organization/company.
6. Act as a talent/individual/worker who drives the company and must maintain skills that are beneficial to the company.
7. Provide the best support performance in an organization.
8. Do payment training For increase performance employee.

Question sixth Which Writer submit is "Give example successful talent management implementation that you know" and the answers that the author got were as follows:

1. Make talent pool.
2. Preparing to continue their Master's education abroad for high-achieving workers and preparing various strategic work units for these workers to develop the company.
3. Identifying critical positions and talent mapping (performance and capacity), segmenting talent with nine matrices, talent list calibration by the talent committee, development and retention plan for new succession planning.
4. Use ability I in accordance with field/job description I.
5. One example of a successful implementation is an organization/company in a division that held a digital employee training evaluation program using QUIZZ or Kahoot. Previously, this was done manually through sheet work, but is now performed online and simultaneously. However, different locations remember the unit work that is managed across regions throughout Indonesia. This will make it more efficient and accurate.
6. For example, a company holds training for workers, and the workers can implement the results obtained from the training that has been carried out.
7. The study provides an idea of innovation acceleration in process business, Which There present in some companies, and provides long-term solutions for implementing fast and precise business processes.
8. Program BFLP.

Question furthermore Which Writer submit is "How draft talent management Which applied to your company?" The answer the author received was as follows:

1. Prepared start evaluation, education, and preparation of the talent pool;
2. Placement workers are best in unit Work certain For develop And equality business company.
3. The same as the answer previously.
4. My company supports talent management for its employees through training, workshops, and hands-on practice in the field.

5. The concept of talent management in companies is moving towards developing human resources. This emphasizes the need for individuals to become people who can produce innovations from all things that are positive for the organization or company. In relation to this, the organization/company makes individuals or employees feel comfortable in the work environment by creating the Fun Work concept so that individuals/employees feel comfortable working because the majority of individuals/employees in the company's organizational environment are millennials.
6. Stage training and development for workers, assessment
7. Providing direction and approaches (coaching and mentoring) to explore the potential that exists in each individual.
8. Choose employee best.

The final question I asked in this survey was, "How does your existing talent management strategy support your company's business strategy?" The answers I received were as follows:

1. Talent, Which There prepared with the need for a business strategy;
2. Evaluation worker;
3. Develop and retain a plan customized to the latest trend sources.
4. With current talent management, our company's business can continue to increase profits and approach company targets.
5. In my opinion, it is very supportive, where during the current pandemic, the concept of digitalization is very necessary in organizations and companies. Currently, companies are developing this concept, namely millennials and digital, so that from a business perspective, it will have a significant impact on the achievement or goals of the company's business.
6. Maintain and develop existing employees in an organization to explore the interests, talents, and potential of each individual.
7. Selection worker.

Of all respondents, half were aware of talent management. However, most respondents understood that talent management is necessary to strengthen the company's talent pool to achieve the company's vision and mission and is implemented when the company is seeking talent for key positions within the organization. Furthermore, respondents understood that organizations, companies, and workers become roles that are impacted by talent application management. Furthermore, the majority of respondents understood their role in the company's talent management policy. trucking fleet services and examples of talent management implementation. However, respondents' understanding of talent management was deemed insufficient, especially regarding the relationship between talent management strategies and company business strategies.

The researchers concluded that, based on all the answers provided by respondents, talent management policies in trucking companies are still at the level of understanding. The HR division is seen as being aware of and understanding talent management policies, but acceptance of the talent management policy strategy is still needed. The company's business strategy is interrelated, and talent management is an important one.

With the existing talent management system, HR recruitment is no longer based on directives from upper management; instead, recruitment is based on company needs. Recruitment is also integrated into the company's business strategy. The orientation process is described below. is given to employees and customized with positions, which are placed in a sufficient way. The "get to work" focus has

been accompanied by a cohesive strategy to create an environment and tools for achieving optimal performance. Management engagement with employees is based on company values and standards. From this explanation, it can be concluded that talent management in trucking companies is no longer at the awareness level.

Talent is viewed not only as a business cost but also as a company's asset. Furthermore, the majority of people in the organization see the need for strategic workforce planning. Recruitment strategies focus on long-term needs. The existing orientation process is quite good, considering that it is designed specifically for the position, but still requires improvement. The company offers training opportunities that are integrated with the organization's evolving mission. Talent gaps are anticipated by the existing talent management system. The best talent is recognized and groomed based on personal relationships and employee performance assessments.

To improve the trucking fleet service company to the next level, namely the Acceptance Level of how talent management strategies are implemented. can improve business results, then management in terms of recruitment has the goal of being able to be adjusted to business strategy and can arrange training that will be given to employees to be seen as a company investment, then in arranging the training curriculum so that it can be integrated with business strategy.

5. Conclusions

The growth and profit generation of a trucking fleet service company is influenced by effective management, where managers must optimize human resources, capital, and assets. Talent management, as part of human resource management, plays a key role in attracting, developing, and retaining employees. It involves developing new employees through training and education, maintaining and improving the skills of existing employees through retention strategies such as welfare improvement and a positive work environment, and attracting high-quality candidates with strong competencies and commitment. Overall, talent management ensures that employees' skills and abilities are maximized to support company performance.

In trucking fleet service companies, talent management typically follows a cycle consisting of attraction, identification, selection, development, and succession, which is used to determine and prepare key positions within the organization. Based on a survey of the HR Division, talent management is generally understood in terms of its basic concept and purpose, but implementation is still at the level of awareness. Therefore, it is important to strengthen the understanding that talent management strategy is closely connected with the company's business strategy, and that HR personnel must clearly understand their role within each stage of the talent management cycle to ensure its effective implementation.

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Author Contributions

NHP conceptualized the research, conducted the data analysis, and wrote the manuscript. PCS provided assistance with the literature review, data collection, and methodology development. EPP contributed

to the theoretical framework and revised the manuscript. All authors approved the final manuscript for submission.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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