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## **Talent Management Challenges in the Pandemic Covid-19 era**

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### **ABSTRACT**

The most significant company assets are Human Resources (HR). Talent management is very important to attract and maintain competent employees. The purpose of this study is to see the challenges of talent management in the Pandemic Covid-19 era. Qualitative methods in the form of literature reviews are used in this study. Literature research was conducted by examining in six publications on talent management in the Pandemic Covid-19 era published in national and international journals between 2017 and 2021. The greatest difficulty for human management during Pandemic, according to the results of the analysis, was that organizations and businesses in the whole world are currently facing a very volatile situation. The organization must respond and adapt to changes, and manage their workforce, in the context of global change brought by the plague. Therefore, the organization must constantly try to be proactive to deal with reality that is always changing and unpredictable.

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## **Introduction**

Human resources (HR) are types of capital that are very liked by the company. Therefore, to increase motivation, productivity, and loyalty to the company, all companies must be able to guide their employees as well as possible. In the current era of industrial development, companies generally maximize their human resource management functions to manage systems and human resources, and the way they use it is to adopt talent management. One of the reasons is, so far, there are still many employees who are not placed in the company depending on their expertise and talent (Hartono, 2020).

In recent decades, the organization has been operating in a fast and constantly changing environment. To compete in this dynamic and turbulent environment, the organization needs to pay more attention to the quality, cost, and agility at a higher level. However, resources must be continuous and cannot be replicated (in economics knowledge where knowledge is an important component of creation of values, the organization is increasingly dependent on employee contributions). Therefore, the talent management strategy is needed to get a sustainable competitive advantage in this competitive environment (Tetik & Zaim, 2021). Implementing talent management in large companies throughout the world shows that the sustainability of the company, especially in the field of employee management, can contribute to creating better profits and added value. There are already many famous and well-known companies in Indonesia that have introduced talent management. A large number of these companies use professionals to manage their talents (Rachmadinata & Ayuningtias, 2017).

Related to Pandemic Covid-19 Global, human resources are more important for the success of the company than before. It can be said that the capital carrier of knowledge is a talented employee with the average intelligence above, those who actively develop their knowledge, skills, and abilities (Tomcikova et al., 2021). The practice of opposing human resource management, such as recruitment and training, performance management, succession planning, etc., plays a key role in applying effective talent management practices. Thus, talent management plays an important role in motivating and maintaining talented employees. In particular, talent is the driving force behind the company's success. Talent management is an increasingly important tool to get a lasting competitive advantage through the workforce. In addition, considering the current economic crisis and turbulent market environment during Pandemic Covid-19 Global, companies must respond to several challenges and establish new priorities.

The Covid-19 virus outbreak crisis has now produced a significant influence on the objectives and performance plans, with the addition of changes to make those who work far more depending on performance management for feedback. As a result, three actions must be taken by HR management, including: First, in dealing with a changing environment, managers need to apply the habit of discussing continuously with their staff to determine the main objectives of the work. Second, invest in managerial development skills. Training is a performance management tool, which is very important when employees do not exist. The organization must invest in managerial skills and mindset that views training and feedback as a sustainable process. Third, the provision of prizes and penalties for employees with the highest and lowest performance, but also celebrates various good performance achievements. Instead of investing time and energy to make small differences in ranking (and pay) for those who perform well, the organization must focus more on strong development conversations (Hancock & Schaninger, 2020)

Based on the urgency and relevance described above, this article aims to explore the challenges of talent management in the Pandemic Covid-19 era. Thus, this research is expected to provide insight that can be applied to the world of business competition in Indonesian companies as a solution to the problem of talent management that does not exist or already exists.

## **Literature Review**

First, an article entitled "Talent Management of Multinational Regulations on Normal New Era: Challenges and Opportunities" published in STIAMI Proceedings Seminar (Hartono, 2020). Pandemic Covid-19 shows that almost every economy and community is not ready to respond and handle dramatic changes. The emergence of a new normal era, on the other hand, is seen as a new challenge in various fields, including the world of work. As a result, business and employees, in this case, human resources (HR), must adjust to changing work patterns. The new talent management approach is needed to be able to handle more productive human resources and have a commitment to the organization. Because the success of an organization is determined by talented people, this research explores the challenges faced by multinational companies in implementing a talent management system in a new normal era, where talent management strategies encourage the company's operational processes. To wink the opportunity to do it. In this study, the challenges faced by multinational companies to combine case study approaches with qualitative research design and semi-structured interviews to develop competitive and resilient talent in the era of globalization and create more deep opportunities explored. This study shows that the talent, ability, and ability to implement Vuca Prime is a key factor in managing human resources for the company's long-term growth. It is recommended that future research is carried out on how multinational companies make standard talent management system applications using various methodologies.

Second, articles published in the Eurasia Journal of Business and Economics with the title "Effects of Talent Management Practices on Organizational Involvement: Quasi Experimental Study" (Tetik & Zaim, 2021). An organization uses Talent Management (TM) as a strategic tool to get a competitive advantage regarding the future. The purpose of this study is to explore the effects of talent management practices on employee involvement. To

investigate the TM effect, field studies are carried out in Turkish companies. However, the scope of this research is limited to the administration department within the main headquarters. To conduct research, Aqua-Ave's experiments were made, with two groups labeled as "talent groups" and "control groups." Survey members of the two groups are used to collect data before and after intervention. During the intervention process, interviews are conducted, talent matrices and talent networks are made, and development strategies are recommended and partly implemented. To investigate the impact of TM on the involvement of employee organizations, average, two groups compared to before and after the implementation of the TM program. Researchers try to determine whether the difference is statistically significant or not. Research findings reveal significant differences in the level of employee organizational involvement between talent groups and control groups before and after the implementation of the TM program. These results indicate that the TM strategy has a significant positive effect on employee involvement.

Third, research in the *International Journal of Human Resources Management* with the title "Philosophy of HR Manager Talent: Prevalence and Relationship with Talent Management Practices" (Meyers et al., 2020). HR managers have a different perspective on the nature, values, and uses of talent, which is referred to as "talent philosophy." The researchers reasoned that the talent philosophy was similar to the mental model that influenced how HR managers interpret and use the Talent Management Strategy (TM) in companies based on cognitive psychology. In this study, the researchers saw the prevalence of the four main talent philosophies in the manager sample 321 tablespoons (exclusive/stable; exclusive/developed; inclusive/stable; inclusive/developed). The researchers then saw how the talent philosophy interacts with the organizational context (such as size, ownership structure, and multinational orientation) and the perception of HR managers regarding the practice of their company's TM. Cluster analysis reinforces the existence of four talent philosophies in the dataset. The four talent philosophies are represented almost as often as dataset. The size of the organization was found related to the philosophy of talent, so that HR managers who work in smaller organizations tend to have an inclusive talent philosophy. The researchers also found support for the relationship between talent philosophy and the perception of exclusivity or inclusiveness of the organization's talent definition and the level of labor differentiation. Contrary to expectations, the results do not support the relationship between talent philosophy and criteria for the identification of the talent that is felt.

Fourth, research conducted by (Tomcikova et al., 2021) with the title "Challenges and Priorities in Talent Management During Global Pandemic caused by Covid-19" in the *Journal of Marketing and Innovation Management*. This study discusses talent management as one of the most effective methods of human resource management during the global pandemic caused by Covid-19, as well as problems and top priorities in the study area. In recent years, talent management has changed dramatically. New -newest is a hot topic in business and academic circles, as well as one of the main problems for modern company management. Survey findings of 137 Human Resources Managers were also included in this study. Respondents who participated in the questionnaire survey were human resource managers in companies operating in the Slovak Republic in the national and international markets. Data was collected using an online questionnaire.

This study uses two hypotheses to determine statistically significant relationships between talent recruitment scale and selection process over the past year: changes in management and organizational style of the company during the Covid-19 Pandemic; And there is a significant relationship in the form of statistics between the budget allocated for talent management and additional practice over the past year. Hypothesis is verified using correlation analysis and inductive statistical methods. Statistically significant relationship testing verifying the H1 hypothesis. This supports a statistically significant relationship between the scope of recruitment and the talent selection process over the past year and changes in the management and organizations of the company during Pandemic Covid-19. H2 hypothesis is rejected. There is no statistically significant relationship between the talent management budget in the organization during the Covid-19 Pandemic and competition for talent over the past year. The questionnaire survey results show how human resource managers in companies operating in the Slovakia Republic see the situation related to Pandemic Covid-19 at this time. These findings identify the impact of Pandemic on talent management and how human resource managers see the future and priority of resource management.

Fifth, the article entitled "The Effect of Talent Management on Employee Performance at the Jakarta City Acrista" (Rachmadinata & Ayuningtias, 2017) in the *Journal of Management of Indonesia*. The number of respondents is 240 people, and sampling is carried out by the simple random sampling method from probability sampling. Data analysis uses descriptive analysis and simple linear regression analysis techniques. The findings show that "Internal talent management variables contribute significantly to performance variables," but with simple linear regression analysis techniques, adjusting talent management variables can affect the performance variables of 63.8%.

Sixth, scientific studies conducted by (Haak-Saheem, 2020) with the title "Talent Management in the Covid-19 Crisis: How Dubai manages and sustains his global talent collection" published in the journal *Asian Business & Management*. Responding to the Covid-19 crisis, the Ministry of Human Resources of the United Arab Emirates issued two new ministerial resolutions to reduce the impact on its international labor. This resolution applies to all businesses in Dubai and free zones, not including Dubai International Financial Center (DIFC), who have their

own labor laws. Work stability resolution will remain as long as the current precautions are needed. It is said that the affected entrepreneur must progressively take the following five steps to navigate through this pandemic. (Steps 3, 4, and 5 require employee approval): (1) applying distance work; (2) giving paid leave; (3) provide unpaid leave; (4) regulating temporary salary reduction; and finally (5) managing permanent salary reduction. Overall, the efforts set to meet the needs of the government, business, and individuals are expected to lead to long-term changes to global talent management. Overall, the level of new flexibility introduced to the Dubai labor market is likely to produce (1) stronger competition for work and talent, (2) Increase work flexibility, space, and time, (3) active support to help individuals find jobs and (4) increased investment in talent retention.

Talent management ensures that employees match the right talent in the right place. Their careers also act as a driving factor in improving work situations inside and outside the business entity. Talent management provides the right process and tools to support and strengthen the manager's position. Business entities that want to invest in talent management can expect their high investment returns. It depends, in particular, in a fairly motivated labor that contributes to overall productivity (Sonnenberg et al., 2014).

### **Methods**

The function of this section is to describe all experimental procedures, including controls. The description should be complete enough to enable someone else to repeat your work. If there is more than one part to the experiment, describe the methods and present the results in the same order in each section. Decide what order of presentation will make the most sense to the readers.

Qualitative methods with literature review types are used in this study. Researchers choose qualitative attachment because of their exploration. In addition, qualitative research is also more appropriate to be tested, a deep level, the impact of individual experience, behavior, and interaction on business operations (Myers, 2019). This study was conducted by analyzing six manuscripts published between 2017 and 2021 on the challenges of talent management in the Pandemic Covid-19 era in national and international journals. In addition, articles in these journals conduct descriptive analysis for data processing to get a comprehensive and systematic understanding.

### **Result and Discussion**

Along with the development of demographic and global economy trends, increasing global mobility, and expansion of labor diversity, transformational shifts of Industrial Revolution 4.0 to the company's regulations and capabilities provide perfect challenges to realize effective human resource management (HRM) (Whysall et al., 2019). Explosive growth in technological advances related to the industrial revolution in the industry 4.0, including sophisticated robotics, augmented reality and virtual reality, internet of things, connectivity and tracking everywhere, large data, and 3D printing. HRM literature has long recognized that to improve strategic human resources, the organization must effectively obtain or develop, then use employees to apply their knowledge, skills, and abilities correctly in carrying out tasks and processes in accordance with the company's strategic needs of the company and change environmental conditions (Whysall et al., 2019).

As Vaiman et al. (2012) underlines, critical talent is an important part of each strategic talent management system, and attention in the talent management literature has shifted from identifying "players" to "identifying important positions with various potentials that affect the superiority ongoing competitive." In addition, talent management also focuses on a more dynamic and systemic approach, recognizing the interrelated and interdependent nature of various talent management practices. On the other hand, different and targeted talent management is also needed to maximize organizational resources, so it needs to be recognized that the impact of targeted talent management interventions can be reduced by strength in a broader talent system.

As quoted in the Global Talent Management Challenge, talent management is widely recognized as the top priority CEO at the global level. For example, the CEO regularly reports the expenditure of 20% of their time for talent management, with the majority believe that talent management is too important to be submitted to HR. A study conducted with the U.S. CEO, identified that their top priority lies in talent, operating in the global market, and regulations and laws that support them. Considering this focus, many hope that large multinational companies have developed a very efficient and effective global talent management system that contributes significantly to organizational sustainable performance (David G. Collings, 2016). Reflecting Dubai's experience in applying talent management, it is known that the level of flexibility introduced in the labor market is likely to produce (1) stronger competition for work and talent, (2) Increasing work flexibility, space, and time, (3) active support To help individuals find jobs, and (4) increased investment in talent retention (Haak-Saheem, 2020).

In addition, research (Meyers et al., 2020) revealed that HR managers who work in smaller organizations tend to have an inclusive talent philosophy. This is marked by support for the relationship between the philosophy of talent and the perception of exclusivity or inclusiveness of the definition of organizational talent and the level of labor differentiation. Although this is contrary to expectations, the results do not support the relationship between talent philosophy and criteria for the identification of the talent that is felt.

As explained by the results of the study of the Best Practice Institute (BPI) study, human resource managers can face various challenges when asked to help expand business, retention, and recruitment efforts in the global market. In the Southeast Asian region, for example, certain sensitivity will be needed to navigate and manage the

local environment or mixture expatriates effectively. For communication, employee feedback, and HR implementation, managers will be asked to ask themselves whether adopting a policy for all countries versus considering certain cultures based on states will make them closer to their main objectives. Therefore, encouraging employee involvement through team development activities and small group discussions can increase communication transparency and strengthen the relationship of bosses as a whole, regardless of the country's origin (van Dongen, 2015).

Economic uncertainty because Pandemic has caused many workers to lose their jobs and, for the first time, exposed others to the work model below standard. While some organizations have recognized the Pandemic humanitarian crisis and prioritize employee welfare as a human being rather than employees as workers, others have encouraged employees to work at high risk with a little support by treating them as workers rather than as human beings. A HR manager must be able to be careful in taking an approach and must always pay attention to the impact on employee experience. And it is necessary to immediately take action to overcome inequality for employees who work remotely and for those who work in the office. No less important to always create a team of team work and inclusive culture (Baker et al., 2021)

Referring to research conducted by Tetik & Zaim (2021) related study findings show that talent management initiatives embedded in organizational strategies can encourage change and organizational development. HR's strategic views indicate that HR strategies must be part of company development and change. Therefore, this research contributes to the development of literature so that human resources can be part of the change and development of the organization through talent management and employee organizational involvement.

Before Covid-19, challenges related to efficiency and continuous improvement. However, the biggest challenges now are "Vuca" volatility, uncertainty, complexity, and ambiguity, and individuals need to move faster. Therefore, the problem of human resources has moved to the focus of all organizations and needs to be prepared with positive steps. Organizational strategy must be faster to treat talents differently. Existing talents need to be re-trained through training courses, workshops, or FGDs to improve their skills and abilities. Meanwhile, as a result of Pandemic Covid-19 Global, companies around the world are now operating in a very uncertain business environment. Pandemic has Covid-19 created a worrying situation for HR managers. In the context of global change caused by pandemic, companies need to adapt and manage their employees correctly. The organization must continue to strive to overcome this always changing and unexpected world (Tomcikova et al., 2021).

Based on research conducted by Hartono (2020) each HR department must be able to create a good human resource environment, connect and coordinate labor plans, and adapt to survive in business and work in a new normal era. Despite entering the transition phase and becoming normal, economic and industrial stakeholders need to focus on managing human resources in dealing with all types of change and possibilities. Even in this new normal era, talent management must start planning a program for the company's survival.

The pandemic has increased the tendency of businesses adopting an expanded involvement in the financial, physical and emotional well-being of their employees. Support includes expanded sick leave, financial support, altered operating hours, and child care services. Some organizations support communities by, for example, adjusting operations to create commodities or give services to help fight a pandemic and providing free community aid and community services. The present economic crisis has also stretched the boundaries of the way companies evaluate the employment experience. Personal issues, not external variables, take precedence over what is vital to the company and its personnel. Hiring such methods can be an effective strategy to enhance the physical health and emotional well-being of employees (Baker et al., 2021).

### **Conclusion and Suggestion**

Based on the results of the analysis that has been described, it can be concluded that in order to increase strategic human capital, the organization must effectively implement Talena management by developing and spreading employees to apply their knowledge, skills, and abilities well in doing work and processes that are in line with needs strategic company and change environmental conditions. A HR manager must also be able to encourage employee involvement through team development activities and small group discussions that can increase communication transparency and strengthen the overall boss-work relationship. The biggest challenge of talent management in the Pandemic era is that organizations and businesses globally are now experiencing very uncertain conditions. Faced with changes in the international world because of Pandemic, organizations need to respond and adapt to changes and manage appropriate workforce. The organization must continue to strive to be proactive in dealing with an increasingly uncertain and unexpected environment.

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