

Strategic Talent Management Challenges in Diversified Media Organizations: A Post-positivist Case Study Approach

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Abstract

Previous research shows that it is very important to have a talent management system in the company, especially in large companies that have varied businesses, but the fact is that many companies have not succeeded in building solid and sustainable talent management, even though in the era of globalization the problem of lack of superior employees is the main cause of disrupted company performance. The purpose of this study is to explain the obstacles of national private television companies in building talent management in the company. The paradigm used in the research is the post-positivist paradigm with a case study approach, involving 12 informants and 6 key informants. Research data were collected through interviews, observations, and documentation studies on talent management, human resource management systems, organizational culture, and leadership competencies during 2018-2021. The data were analyzed using manual data analysis procedures. The results showed that leadership commitment has not been maximized in building talent management. The implications of the results of this study are expected to encourage companies to evaluate leadership competencies, human resource planning and the current human resource management system in line with the era of globalization.

Keywords: Talent Management, Commitment, Culture, Leader competence

1. Introduction

The twenty-first century is an era of technology and globalization, with many companies collaborating on large-scale technology sharing (Supardi et al., 2023). Therefore, business leaders use resources carefully including selecting human resources that can give them a competitive advantage over competitors. Companies in the current era have access to new technological developments. The only thing that distinguishes one company from another is the utilization of human intelligence (Verhoef et al., 2021). Organizational performance and competitive advantage are highly dependent on potential employees who have competencies in accordance with the company's business development. It becomes inevitable for organizations to address this issue and develop appropriate strategies including building the right human resources. However, the process is not easy as skilled and excellent human resources are not easy to find (Khaw et al., 2022; Lisaria Putri et al., 2023). In an organization, the existence of employees is absolutely necessary to achieve the success of the organization's vision and mission. Organizations that have superior employees and in accordance with organizational needs make the company more competitive (Rumanti et al., 2023).

The greater the company's awareness of having superior employees, the strategy is needed to get highly talented employees by preparing internal human resources and looking for external replacements from outside the organization (Agustina et al., 2023; Guenduez & Mergel,

2022). Having talented and appropriate employees who fit the needs of the organization and understand the culture of the organization requires great effort including the challenges of facing demographic trends, talent wars and talent crises and will make the company implement an effective strategy in managing human capital.

The number of talents that companies lose creates a gap in the availability of labor. The scarcity of competent employees makes organizations think of developing a strategic scheme for human resource management (Liu et al., 2019). By implementing talent management, organizations will get the best talent not only as future leaders but specialist employees who have special talents (Montero Guerra et al., 2023).

The importance of talent management in the organization can encourage the improvement of talent performance professionalism and realize an objective, targeted, accountable succession plan so as to strengthen the application of the merit system in the organization itself (Pagan-Castaño et al., 2022). Talents are expected to make various new breakthroughs that can improve organizational performance and make a major contribution to the various innovations that have been improved by each organization (Meyers, 2020).

The facts above and confirmed by previous research illustrate that when there is a shortage or even absence of talent, it is a serious matter for the growth or development of the organization in the future. Scarcity results in a talent crisis that will affect the sustainability of the company in the future in meeting the needs of successors (Saling & Do, 2020). In fact,

this phenomenon is experienced by national private television companies in Indonesia. From interviews and preliminary observations with 6 human resources management managers in television companies in Indonesia, it is known that they did not succeed in having talent management in their companies. At the beginning, they were eager to have talent management, but the enthusiasm and seriousness to build talent management did not last long because of a number of obstacles they faced.

The purpose of this research is to explore and explain the organizational constraints of running talent management. The research informants are 6 HRM Managers of private television from various private television in Indonesia. These 6 television companies have an average number of employees above 1000 employees. The research was conducted with a constructivist paradigm, with a qualitative method of case study approach in order to answer what, how and why there are obstacles to building talent management in private television companies in Indonesia.

In-depth research related to the constraints of building talent management in national private television companies has not been carried out by other researchers. This researcher has spent 1.5 years. In this study, the researcher limits the problem with several sub-focuses, namely 1) how the HRM Team of each company designs a strategy to build talent management in the company 2) the most significant factor causing the company's failure in building talent management. 3) how the HRM Division overcomes problems that arise in the process of building talent management in the company. The results of the study show that most of the CEO's commitment and corporate culture are not optimal in building Talent management. Although all elements in the company recognize that having Talent management is important, they are not successful enough to build Talent management in their respective companies.

2. Literature Review

2.1 Existence of Talent Management in Organizations

Researchers believe that talent management strategies create a positive work environment where employees give their best in both physical and psychological dimensions. The formation of responsive and positive attitudes of employees results in organizational behavior in the form of desired performance behaviors that affect organizational performance. Strong empirical evidence is available in the literature showing that talent management strategies are effective in influencing the attitudinal aspects of employees in the form of outputs which in turn influence performance (Jacob Fernandes França et al., 2023; Muna et al., 2023).

Excellent employees are one of the greatest assets in driving improved business performance. The collective skills of the talent employed in an organization constitute the core capabilities of the organization. Organizational capital generates capabilities that are very difficult for competitors to measure and replicate, more so than any other asset. These talents provide the potential for long-term competitive advantage. Talent management is a strategic activity aligned with the company's business strategy that aims to attract, develop and retain talented employees at every level of the company. Consistent with the opinion of Talent Management experts that sustainable competitive advantage is only possible

for organizations that develop valuable, rare, and hard-to-imitate resources (Aziz, 2022).

2.2 Influential Factors in Talent Management

According to (Claus, 2019) The factors that influence the implementation of talent management are: a) the value of labor; b) the state of world demographics; c) changes in professional roles; d) change strategies e) developing leadership through competencies by means of employment branding and f) increased attention of top leaders on succession planning which should be a top priority and responsibility of top leaders (Crane & Hartwell, 2019). Also, according (Froese et al., 2020) there are four failures of talent management implementation in the organization, due to several supporting factors a) establishing a talent mindset based on business strategy b) controlled by business strategy, b) integrating with business processes. C) training that is integrated with core business.

2.3 Leaders' role in building talent management

Leaders are a very vital component in an organization. The role of the leader determines the success in achieving the goals that have been set together, the leader has several main tasks including creating a clear vision and strategy including how talent management will be implemented in the company, helping superior employees understand how they can contribute effectively. Encouraging an inclusive and diversified culture. Leaders are able to ensure that the company culture is inclusive and supports diversification that allows the company to utilize the potential of talent from all sources (Rustiawan et al., 2023).

In addition, leaders are involved in focusing career development and learning on reaching their team's full potential by providing training, coaching and mentoring as well as, helping them improve their skills and understand their tasks well. It is equally important to improve communication and help build good and transparent relationships and facilitate talent development by providing support and incentives to employees to motivate and help them achieve their goals and overcome any obstacles they may face and ultimately reach their full potential. In addition, creating a positive work environment by recognizing and ensuring they are engaged and participating effectively to achieve common goals (Khan et al., 2020).

By doing so, leaders can help build effective talent management and ensure that the company has a strong and growing human capital to help lead the company into a successful future. In today's digital age, leaders can understand and utilize technology to help manage talent effectively, including providing the tools and resources needed to improve productivity and performance (Behie et al., 2023) Top of Form Bottom of Form.

2.4 The role of corporate culture on talent management success

Organizational culture plays a very important role in the successful implementation of talent management. A good culture can encourage employee commitment and participation in talent management programs, help in creating an

environment that facilitates the development and utilization of talent, and increase employee attachment and loyalty to the company. A good corporate culture facilitates communication between employees and makes them feel more open and comfortable developing new ideas and assisting in the implementation of innovations(Wheelen et al., 2019).

A strong organizational culture can also help in ensuring alignment and consistency in talent management implementation across departments and locations. Therefore, it is important for companies to ensure that their organizational culture supports talent management goals and strategies. A corporate culture that is consistent with the company's vision and mission helps employees to focus and stick to the company's goals, making it easier to implement talent management and thus creating a positive climate: A positive company culture makes employees feel comfortable and happy at work, which in turn helps in successful talent management implementation(Zhenjing et al., 2022).

2.5 The role of the mindset of all elements of employees and talent management managers in the company

Mindset and trust play an important role for all parties responsible for talent management in the company. A positive mindset helps see the potential in each individual and helps develop their abilities(Lambrechts & Gnan, 2022). All employees are encouraged to create an inclusive work environment where every individual feels welcome and valued, which helps build trust and motivates employees to support, understand, prioritize the needs of each other and provide support to strengthen each other.

A positive mindset encourages career development for employees and provides employees with attractive career prospects. In addition, there are many benefits for management when it can build a positive mindset, namely promoting, encouraging a culture of learning, generating innovation to improve company performance, ensuring that talent in the company is constantly gaining experience and building new capabilities. Ensuring that there are open and transparent lines of communication between talent managers and employees, helping to understand and prioritize employee needs(Zhenjing et al., 2022). Thus, a positive mindset helps ensure that the talent in the company can develop and produce good performance for the company.

2.6 Talent Management System in Organization

Talent management is the process of managing, developing, and utilizing human resources who have high potential to improve organizational performance(N'Cho, 2017). There are a series of stages in talent management 1) identifying individuals who have high potential to become future leaders and who have specific competencies needed to achieve organizational goals, 2) finding and recruiting individuals who match the qualifications needed by the organization, 3) providing training and development to improve individual competencies and performance, 4) providing appropriate rewards and recognition for individuals who achieve good results, 6) assisting individuals in developing their careers within the organization, 7) managing and evaluating individual performance on an ongoing basis to

ensure that they meet the standards set(Lambrechts & Gnan, 2022). One of the objectives of implementing talent management is to find and prepare the best talent to fill key positions as future leaders and positions that are able to support obtaining unique skills and high strategic value to optimize the achievement of organizational goals(González-Ramos et al., 2023).

In the literature, there is a clear link between Strategic Human Resource Management and capability development(Apascarietei & Elvira, 2022). It is said that a talent management strategy, if used appropriately, can develop leadership(Piwowar-Sulej, 2021)and develop organizational capabilities(Palencia et al., 2022)all of which will enable development through knowledge acquisition and capacity. In this case talent management is as a support structure for organizational development with activities of recruitment, retention and developing shared and new knowledge. All of this can realize building innovation that leads to greater sustainability within the organization(Sulistyorini, 2023).

3. Methods

This research is a case that occurred from 2018 to 2021 in a private television company in Indonesia. To uncover this case, the researcher chose a post-positivist paradigm with a case study approach. According(Ivankova, 2023).The case study research method is an appropriate strategy to use in research that uses the main research question with how or why to answer this research(Mihas, 2023).The problem of talents in the organization is an important issue especially when the company cannot solve the problem of building a talent management system even though the company is a fairly large company with an average employee above 1000 employees.

The HRM team found it difficult to find new leaders and specialization employees, which disrupted work operations. The researcher then identified problems related to talent management. Furthermore, to make it easier to analyze the problem, researchers read the literature on organizational culture and talent management as well as succession strategies, each company's competency dictionary model, promotion system. Researchers conducted observations for 3 months while collecting and examining vision, mission and business goals and targets documents from 2019 to 2024 and then researchers determined the focus and sub-focus of the research and prepared research procedures.

3.1 Interview Guidelines

The location of employee interviews was conducted in each company spread across Jakarta. Researchers pay attention to the subfocus as a guideline to direct informants to be more productive and actively involved in the discussion group(Theilwall & Nevill, 2021).

The researcher conducted the interviews with the guidance of the prepared interview guidelines although many new questions developed in the field because the answers from various informants raised many new questions so that the interviews were not only structured but were conducted semi-structured and even unstructured. Our semi- and unstructured interviews were conducted with open-ended questions to encourage discussion and elicit informants' descriptions and understanding. Each interview was audio and video recorded with the informants' permission. The results of field notes and

interviews and observations related to talent management activities, leadership styles, culture and HRM systems were compiled and resulted in transcripts (Rutakumwa et al., 2020).

3.2 Research Question

In order to answer the problem, the researcher limited 3 research sub-foci consisting of 1) How the HRM team of each company designs strategies to build talent management in the company. 2) What are the most significant factors causing the company's failure in building talent management. 3) How the HRM team overcomes problems that arise in the process of building talent management in the company. From the 3 sub-foci, 5 structured initial questions were designed that were used by researchers to conduct interviews and were presented as follows:

- How is the talent management process implemented in the company?
- What are the main obstacles faced in developing a talent management program in the company?
- How to overcome difficulties when leaders do not understand the process of building talent management?
- How does the company overcome the work culture that does not support employee talent development?
- Do the leaders in this company have enough commitment in developing employee talent?

3.3 Informants and Key Informants

The researchers discussed in determining and establishing informants and key informants. The categories of informants are people who are directly involved and can explain related to talent management activities, culture, leadership and HR Management systems. The informants chosen are managers and HRM supervisors as many as 12 people. While key informants, as many as 6 people, who know the activities related to the implementation of talent management in each of these companies, they are production managers and sales managers at Indonesian National private television companies who work at least from 2018 to 2022. The reason for determining the production and sales managers is that the managers are directly dealing and close to the client and

include the positions that have the highest number of turnovers in the company. so that all those involved in providing information totaled 18 people. From the explanation above, the selection of informants and key informants was carried out by purposive sampling and quota sampling (Rony, 2017).

3.4 Data analysis method

The data analysis method is carried out by constructing reality based on interpretation in accordance with the data obtained from the field so that the research results are the abstraction of the researcher (Rony, 2017). The experience in conducting observations for 3 months and the results of interviews and documentation written in transcripts were analyzed using the Manual Data Analysis Procedure (Bungin, 2021). The researcher took notes and reviewed the transcripts to ensure accuracy. Then proceed with data interpretation, namely developing categories and looking for emerging relationships. Answers that only reflected general ideas and were less meaningful in answering the research questions were ignored (Rony, 2017). Researchers analyzed data that had been categorized using a thematic approach (Cope, 2020) and then the results of the selected themes were poured into a memo that became a guide in making the research report. In order to comfort the informants and maintain the confidentiality of the informants, the writing of the results of the research report and in the article used pseudonyms (Bos, 2020).

3.5 Trustworthiness

In qualitative research, researchers are required to demonstrate credibility, transfer, affirmation, and dependability (Hamilton & Finley, 2019). The researcher interviewed informants and key informants and discussed the transcripts until it was agreed that no new information could be added. The informants were given the opportunity to review the themes that emerged from the interviews. In addition, the researcher documented the research process and the methods used to collect and analyze the data. And finally limiting the findings to the data collected and analyzed. The researcher also discussed with several HR directors to gain insight into the research findings.

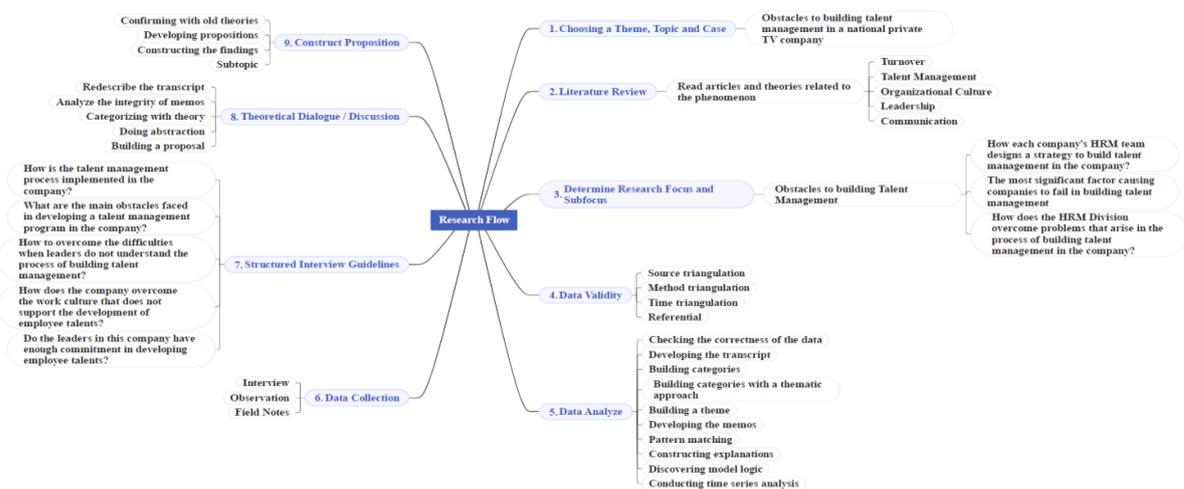


Figure 1. Research Scheme

3.6 Limitation

This study has limitations because the researchers only conducted research in Indonesian national private television companies, not representing the industry as a whole. The results of this study only apply to the television companies studied and cannot be applied to other television companies. In terms of accessibility, some television companies limit access for researchers to obtain information related to the provision of rewards and compensation as well as several development strategies for superior employees. The researchers were limited by interview time and confidentiality because some informants were reluctant to talk about critical issues, especially leadership style and organizational culture related to the implementation of talent management. The researchers had limitations in understanding internal factors, especially the CEO's performance in building talent management in television companies. In other words, with these limitations, the researcher has limited ability to understand talent management trends and practices widely in other industries.

4. Finding

4.1 Talent Management Process Implemented in the Company

The managers of private television companies or informants admitted that they do not yet have a full talent management system and in fact the private television companies do not yet have their own talent management departments, however, they have a human resource management system that runs quite effectively. A series of processes from finding employees to retaining them are well done through several stages, namely selection, recruitment, training and development, promotion and competency-based retention. They use regular channels and create talent pools according to the current needs and interests of their company.

Compared to other companies, television companies do not maximize the activities of attracting talent, they think that their company is well known to the public and have confidence that those who want to work for their company already have a passion and understand their company culture. There are no criteria that become special requirements. There is no difference in how to recruit and select candidates categorized as excellent and not excellent, including the use of test tools. All HRM teams of this private television company emphasize the requirements of fulfilling the core competency score and the suitability of the candidate's values with the company's values.

Some of the television companies have done onboarding, which is a process of employees adapting to the company. In addition, there is coaching with several training programs designed and provided specifically for candidates who are categorized as excellent. Training is provided for employees after working for more than 1 year. Compensation for fresh graduate employees who have good skills above average get a higher salary appreciation than others, while the compensation of senior talents has not been optimally regulated, meanwhile, senior talents get rewards from year-end bonuses that are adjusted to their duties.

4.2 Key Obstacles Faced in Developing Talent Management Programs in Companies

The leaders thoroughly understand the importance of talent management but have not been able to manage excellent employees well. According to the results of performance appraisals from their HRM Team, leaders in several national private television companies rarely conduct formal and scheduled feedback. In other words, they don't have a planned plan and discussion schedule related to performance improvement for talents. Some elements have not been well prepared including the provision of coaches and mentors. Meanwhile, the direct leader acts as manager as well as mentor. Excellent individual progress reports are not yet available on a regular basis and have not been followed up effectively.

In addition, some employees are reluctant to join the talent management program due to personal reasons or uncertainty about the program. Internal resistance to change or distrust of the program hinders its effective implementation. Most companies do not have an effective monitoring and evaluation system in place to see the extent to which the program is having an impact and identify areas for improvement.

4.3 Leaders Understand the Process of Building Talent Management

Leaders know the importance of talent management but have not forced themselves to have the ability to manage talent well. They do not have a talent management program for each of their team members and have not even been able to allocate time to pay special attention to talents, therefore, the Human Resources Manager requires leaders to carry out activities related to building talent management where targets and measures of success are included in the indicators or performance appraisals of the leaders. The assessment indicators are explicitly conveyed to the leaders, including the benefits of building a mindset to develop the behaviour of each employee and requiring users or leaders to directly give their time to provide guidance and empowerment to employees who are seen as having the ability as future leaders.

4.4 Work Culture that Doesn't Support Employee Talent Development

Most HR managers have not conducted a scheduled analysis of the strength of the work culture in their company regarding the extent to which company members understand the culture and values of the organization that are integrated with talent development. There is no internalization program for organizational culture development that is integrated with the commitment to talent management development. While activities that have been carried out by HR managers create a work environment that encourages collaboration and knowledge sharing between employees by holding discussion forums, or creating digital platforms that facilitate the exchange of ideas and experiences between employees. However, this meeting is not a routine meeting so the output has not been maximized. Bottom of Form

4.5 Leadership Commitment in the Company in Employee Talent Development

Not all leaders are committed to developing employee talent. There is still resistance to the involvement of leaders as ineffective users of programs initiated by the HRM department.

According to a small number of leaders, building a talent management process adds to their work. Another thing is the unavailability of scheduled succession planning. Succession planning is only at the stage of identifying employees who have the potential to fill key roles in the future. It seems that leaders have provided opportunities for them to learn and grow in the organization but not accompanied by a planned and effectively monitored program. Simple succession planning is done through job rotation, and involving talents in simple projects, job shadowing.

The leaders' desire to dedicate themselves to developing

and having a fair and transparent promotion policy has not been done optimally. Most leaders conduct employee assessments based on performance, potential, and relevant abilities, but a small number of leaders still conduct assessments based on personal preferences or irrelevant factors. Most crucially, leaders are still limited in providing scheduled and continuous feedback to employees. Employee involvement in dialog discussions about goals, performance, and career development is still minimal. Constructive feedback from leaders can help employees identify areas of development and provide the necessary guidance.

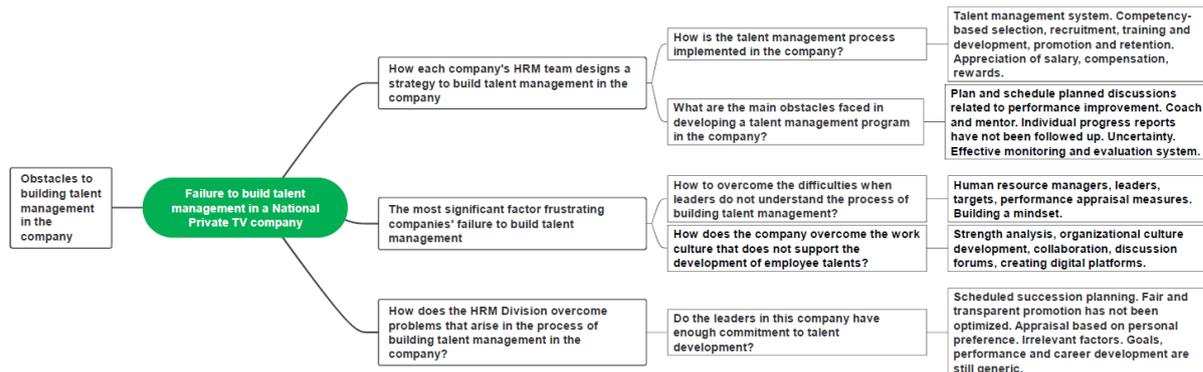


Figure 2. Research Process

5. Discussion

5.1 HRM team of each television company designed a strategy to build talent management in the company

From the research findings, the fact is that each national private television company does not yet have a Talent Management Department. While they need special employees and are categorized as talents. Efforts to get superior employees interested and join national private television companies are still classified as normative and no different from other companies, even though as a private television company it is possible to advertise using billboards or television media but only a few private televisions do this. They recognize that advertising has no impact on quality for the acquisition of superior employee candidates, it only affects quantity. They prefer to use a special approach from the reference of the person closest to the candidate.

Recruitment and selection is still done according to short-term needs when the recruitment strategy should be focused on long-term needs (Gilch & Sieweke, 2021). Orientation activities provided to employees are tailored to the position placed. The tasks given are in accordance with the job description. The on boarding stage is carried out in conjunction with a cohesive strategy to create a conducive work environment to achieve optimal performance. Management engagement with employees is effective (Zahoor et al., 2022). Activities that help new hires be more productive and maintain retention (Pessach et al., 2020).

The reward system has not been designed in a structured manner. The HRM team implements it only on a case-by-case basis. Ideally the company should have a system and calculation for recognizing and rewarding employees who

actively participate in self-development and achieve good results. Rewards include promotions, salary increases, awards, or further development opportunities. By providing rewards, the company appreciates and motivates employees to continue learning and improving themselves (Kumari et al., 2021).

Training and development have been well implemented. Training is designed and planned quite effectively. Most of these television companies have mandatory training and various technical training tailored to the company's vision and business goals, only the availability of mentors and coaches from within is still limited and it is hoped that regularly every year new coaches and mentors will be available from within to accelerate the availability of excellent employees (Gebrehiwot & Elantherayan, 2023).

Meanwhile, performance evaluation is not yet an ongoing process. Ideally, leaders should regularly monitor and supervise the progress of individuals, especially talents, provide regular feedback, and make adjustments if necessary. Performance evaluation of talents helps identify their strengths and development areas and provides a basis for decision-making regarding incentives, and other recognitions. An effective talent management performance evaluation process focuses on developing individuals, identifying the best potential, and creating an environment that supports optimal growth and performance. The talent management process is a holistic approach that considers long-term planning and individual development to achieve company performance (Kaliannan et al., 2023; Rony et al., 2021).

They have limited time to allocate. Leaders complain to the HR department when their teams can't do a good job but they don't evaluate the activities that should be done with the leaders. In this case, companies need to prioritize employee learning and growth as part of their business strategy.

5.2 The most significant factor causing companies to fail in building talent management

Leaders cause one of the obstacles in managing talent management because their role is very important in influencing and managing employees but they have not carried out this role optimally. In fact, in this television company, there are still leaders who have not used their experience and knowledge to manage and build talent management and the importance of developing and retaining talent in the organization(Kaliannan et al., 2023).They still focus more on short-term goals or operational tasks rather than long-term investment in employee development. Leaders have not been able to identify and develop potential, do not have the skills to recognize employee potential and share experiences and conduct good monitoring and feedback(Khan et al., 2020).

There are even leadership styles that do not support the development of talent management, some leaders with authoritarian leadership styles hinder talent development in their respective companies. Some employees who feel unsupported in developing their abilities feel unmotivated. Lack of effective communication and feedback, not communicating clearly about employee expectations and development can hinder talent management(Campbell et al., 2020).Employees need constructive feedback to grow and develop, as well as a clear understanding of their role in the organization, therefore leaders are expected to understand and adjust the right leadership style and support and promote an inclusive, collaborative leadership style and can encourage employees to develop their potential. Leaders must provide space for employees to take initiative, provide input, and support their growth and development. Ensure open and transparent communication(Yue et al., 2019).

Work culture is one of the elements that contribute to the development of employee talent. Work culture starts from the understanding and commitment to achieve the company's vision. A good work culture will contribute to a solid culture and make you aware of the availability of program planning towards the availability of talents that are relevant and integrated with the company's business objectives. This should clearly be reflected in the company's values and become part of the organization's culture(Metz et al., 2020).

Companies should create a work environment that encourages employee learning and development. This includes providing access to learning resources, training and development, mentorship, and opportunities to collaborate and share knowledge with colleagues. Companies need to have a clear and structured employee development plan. This can include identifying individual learning needs, developing customized learning plans, and arranging relevant training and development(AI Hilali et al., 2020).

This plan should be linked to the organization's goals and provide opportunities for employees to develop the required skills and competencies. Leaders in the company should play an important role in encouraging employee development. They need to set a good example and encourage employees to keep learning and developing. Leadership training can also help leaders understand the importance of employee development and how they can support it(Nduneseokwu & Harder, 2023).

Overall, addressing a work culture that does not support employee talent development requires a commitment from the company and its leaders to create an environment that supports learning and growth. Companies can improve work cultures that prioritize talent development and create better opportunities for employees to reach their potential(Kim & Jung, 2022).

Talent development requires dedicated leaders who are skilled at identifying employee potential, providing constructive feedback, and facilitating development opportunities. Not all leaders in the company have the expertise. Lack of leadership competence in this regard can be an obstacle. Some leaders may not be fully aware of the long-term benefits of talent development and so have not prioritized it. They may tend to focus on day-to-day tasks or short-term results rather than investing time and resources in talent development. Yet committing to talent development and realizing the long-term benefits can be gained when companies have skilled, passionate and thriving employees(Tran, 2017).

5.3 HRM team addresses issues that arise in the process of building talent management in the company

In order to increase higher management awareness of the importance of developing talent management, recruitment activities must have goals and be aligned with business strategies and become a reference in developing training that will be provided to employees as a company investment. The preparation of a sustainable and up-to-date curriculum is expected to be a unique capital owned by each national private television company and ultimately aligned with business objectives. The synergy between the leadership as a user and the HRM Team needs to be designed in a planned manner and in order to build individual and company value(Cortellazzo et al., 2019).

The HRM team needs to design company values, sacred values that are initiated by the company owner. These values become the culture of the organization as well as the tools for employees to do their jobs. Therefore, it is important to design and build a set of values that employees will use to achieve their performance(Ayub Khan & Smith Law, 2018; Rony, 2022).

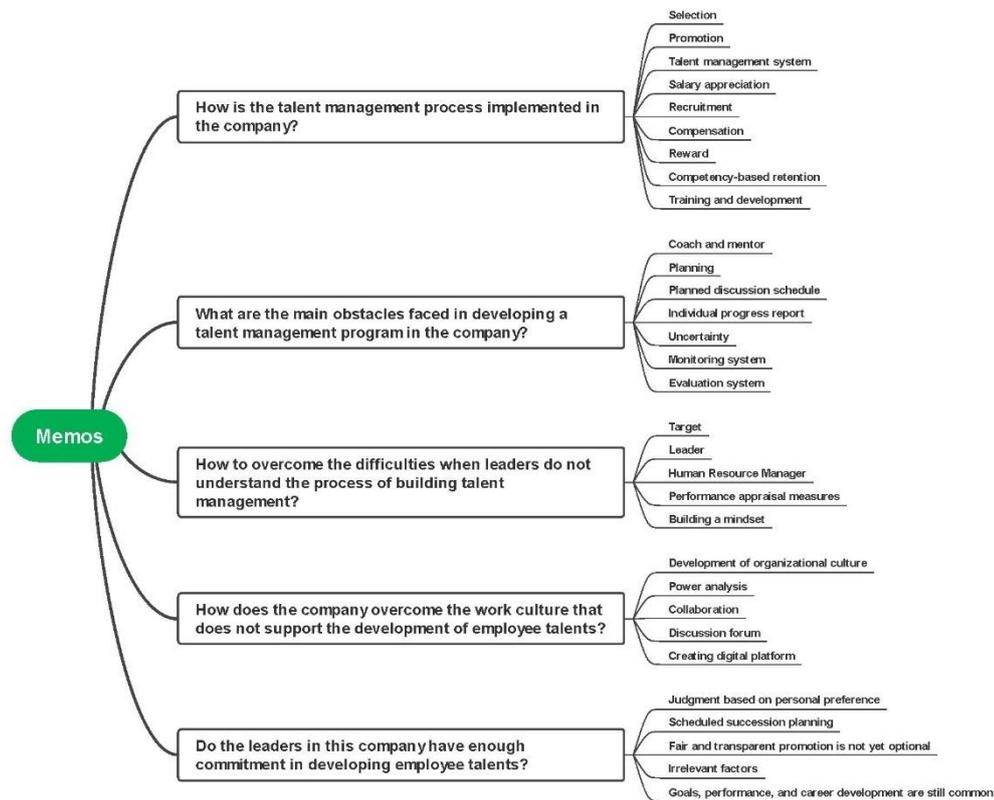


Figure 3. Memos

6. Conclusion

Leaders and HRM teams in Indonesian national private television companies understand the importance of having a strategy to build talent management in the company but the commitment to have effective talent management has not been realized. The commitment of the company owner (CEO) and leaders regarding the talent mindset has not been implemented thoroughly, causing the implementation to stagnate, especially since the available talent management system is still carried out partially and not fully in accordance with the company's objectives, CEOs and leaders have the idea that the condition of the company's financial performance that does not lose money shows that the company is running well so that efforts to have talent management, although considered important, are not the top priority. Short-term financial performance improvement becomes the measure of the company's success, therefore long-term planning is not monitored effectively.

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