

EMPLOYEE MAPPING IN SUPPORTING JOB PROMOTION

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Abstract: In recent years, the development of the health insurance business, in recent years since 2019 in Indonesia has decreased, including one insurance company X. The company closed several branches in several cities in Indonesia. Many employees are forced to take early retirement decisions and resign, but on the other hand, potential employees are still needed to become branch heads. Several branch heads who have retired must be replaced with new ones, therefore, the company needs to carry out several strategies to get new branch head candidates. This study aims to explain a process of mapping the head of an insurance company branch carried out by the human resources division. The research method used is qualitative with a case study approach. Informants in this study were prospective branch heads, consultants, and the human resources team. From the results of this study, the mapping system carried out by the Human Resources Division in mapping is quite effective. The selection of test tools and dimensions of managerial competence used for prospective branch heads is quite by the profile and branch leadership needs. This research can improve the mapping skills of branch heads of similar insurance companies and contribute knowledge of human resource management for insurance companies and other similar companies.

Keywords: *Competency, Job Promotion, Succession Planing, Talent Mapping*

1. Introduction

The atmosphere of uncertainty after the Covid-19 pandemic has an impact on the business world in the country. Based on this, ideally, the company seeks to improve itself with various innovative breakthrough changes to continue to exist and not only survive in a stagnant situation. Companies need to adjust their business strategies with strategies to improve the quality of human resources so that the wheels of the business run based on the new economic situation in 2021 and the future. The speed and agility of the organization in carrying out and overhauling business processes determines the ability to survive in the face of disruptive changes during the pandemic and after the pandemic by investing in efforts to increase employee competence from technical, non-technical, and managerial competencies (Vazirani, 2010).

During conditions that are full of changes, it has consequences for the company to identify the strengths and weaknesses of employees on a scheduled basis so that the company can anticipate the continuity of succession and preparation for promotions in the company. Succession planning is the process of preparing the next generation in a company, including

future managerial staffing needs and making plans for its development. This succession planning is part of human resource planning (HR). HR planning integrates with the company's short-term and long-term planning objectives. The results of the evaluation of long-term HR planning can later be used as the basis for organizational succession planning. The preparation of a succession plan requires the full involvement of the company's management. The succession plan is not only useful for top positions in the company but also equips other prospective leaders and specialists in all parts of the company with the skills and competencies needed and succession activities are closely related to promotions (Adenike et al., 2013). In other words, succession planning in a company is important because it can help improve the effectiveness and efficiency of employee utilization, ensure the need for competent and appropriate human resources in their fields, and as motivation for employees to get promotions.

One of the succession stages carried out is making employee mapping. There is a way, each method and there are no definite guidelines or rules in making employee mapping, therefore the company in this case the human resource management manager who wants to implement succession can have discussions with consultants or comparative studies and learn more so that they can find the right way by the organizational culture of each company.

Amid various models, stages, and company goals to meet the availability of the head of the insurance branch of PT. X requires human resource managers to be more observant and careful in analyzing and reviewing systems, tools, and implementation of the selection of branch heads so that the elected branch heads can carry out their roles and responsibilities properly. This needs to be implemented because so far there are still slanted issues that the managerial competencies assessed or tested are different, the resulting value is not known how to get the source. And what is most often discussed is that there is no feedback activity from superiors to answer questions from prospective branch heads who have not been elected to their positions. From the results of interviews and initial observations, it is known that prospective employees who have not selected regret this situation, even though openness provides clarity about the results of employee mapping so that employees know the competencies that need to be considered and developed.

The theme of employee mapping research is quite attractive to other researchers, several relevant themes have been studied with various perspectives and different methods, such as: (Tarique & Schuler, 2010) *Global talent management: Literature review, integrative framework, and suggestions for further research.* (Staunton, 2014) *Implementing Talent Management in a global services company.* University of Portsmouth Business School. (Yasin, 2017) *Talent Mapping/Assessment: Picturizing Talent in Organization.* November, 1–8. (Lewis & Heckman, 2006) *Talent management: A critical review.* *Human Resource Management Review.* Research conducted by previous researchers illustrates the importance

of employee mapping carried out to describe the strengths and weaknesses of the organization.

The various themes chosen imply that this theme is important to research. Therefore, researchers explore more specific problems using a qualitative case study approach, where this method describes a stage of the employee mapping process as a tool to answer the link between the mapping process and promotions in finding and determining the choice of the right branch head candidate to replace the branch head who have been laid off or retired. Therefore, the mapping process activities in insurance companies need to be analyzed and explained considering that today's organizations are increasingly complex, dynamic, highly competitive, tend to be very unstable (Schuler & Tarique, 2007). The qualitative method of case study type was chosen to explain the activities carried out by the human resources division. The results of the study explained that the mapping process was carried out quite effectively. Managerial competence is by the character needs of today's insurance leaders, although in some competency indicators it is recommended to further refine the parts that need to be explored through interviews and in case study completion activities with business conditions in the current environment.

2. Research Method

The research method uses qualitative research with a case study approach. This method helps researchers achieve the research objectives to explain an event related to the mapping of prospective branch leadership employees at one of the 2020 insurance companies carried out by the human resources division assisted by HR development consultants. The case study interpretive research helps to explain the process of mapping prospective branch heads in 2020. Secondary data was obtained through direct interviews and through zooming with both the human resources division team and the consultant group individually and together. The results of the mapping became the primary data in this study. The sampling method used in this research is purposive sampling and quota sampling. The selection of sampling was done by pointing directly to the informants who were directly involved and the number decided was 10 people considering the conditions and time of the research which was designed only 6 months. The selected key informants include 2 human resource consultants, 3 human resources division teams, and informant are 4 selected branch heads at the insurance company.

2.1 Research Procedure

The researcher analyzes the vision and mission, the company's long-term plan, the competency model financial plan, and performance appraisal data from all prospective branch heads (Rony et al., 2020). Besides that, reading relevant literature related to talent

management articles, talent mapping, promotion systems, succession, competence. Data from the initial analysis of relevant articles and work reports of consultants and managers of Human Resources produce interview materials that are used by researchers in the field. Researchers ask questions and explore activities related to the employee mapping process to produce the report. (McLafferty, 2004) Structured questions are prepared to help researchers ask questions according to the focus of the problem, although in the field many questions suddenly appear and are unexpected. (Miles, M.B & Huberman, 1994) Field observations are carried out by taking into account the talent mapping process. Researchers pay attention to the psycho test tools used from DiCs, papi kostik, work of Leader, GTQ and the psychological test process, interviewing talented candidates with consultants, and panel discussions between consultants, HR managers. The following are structured questions used for interviews with informants.

2.2 Research Questions

1. What is your opinion regarding the mapping process carried out by human resource managers?
2. What is the role of consultants in helping the employee mapping process become more effective?
3. Are the informant satisfied with the employee mapping process?

3.2 Data Validation

The researcher recorded and took notes during the interview and observed the informants. The triangulation stage is also carried out from the beginning of the process of obtaining data and initial interviews with informants to ensure when some important events or stages are missed and neglected (Rony, 2017). The parts that are quite important are discussed and analyzed on an ongoing basis and juxtaposed with several kinds of literature related to talent management, talent mapping, promotion systems, succession, and competencies. The location of the interview was adjusted to the agreement between the researcher and the informants. Interviews were conducted 6 times via zoom and 2 times face-to-face with each informant.

Integrated results from field notes, interviews, and observations made into a transcript of a detailed written record. Researchers sort and choose by coding, categories so that the themes of managerial competence, development, evaluation, feedback, performance appraisal are chosen. A fairly detailed memo was also produced from a collection of themes which stated that managerial competencies were assessed in detail and even some of the competencies asked were different from the competencies implemented in leading the work team, evaluation and feedback were carried out quite well so that the overall development of the employees resulted from the themes being reported. while that will be discussed with

informants through focus group discussions. The results of the discussion become input and triangulation activities before the research report is completed.

3. Results and Discussion

3.1. Results

The mapping process is needed in insurance companies because 3 branch heads have entered retirement age and 2 other branch heads have resigned and moved to other companies, so management decided to map employees to promote employees to new positions, which are a level higher than their previous positions. This mapping activity is carried out by the human resources division of the insurance company assisted by consultants. The data collected and studied are data in the form of vision, mission, organizational structure, competency dictionary of insurance company X, and performance appraisal reports of prospective branch leaders. In another activity, a meeting was held and it was decided that only the leadership position of the insurance branch would be replaced, while other positions were not mapped. The human resources division and the team discussed with line managers to get the names of prospective employees to be included in the promotion. From these results, there were 10 candidates for branch heads, although there were only 5 available branch leadership positions.

To get satisfactory results, the Human Resources Division invites consultants to assist in the assessment process where all competency selection and test tools are determined from the Human Resources Division and agreed upon by the consultant. The mapping activity was preceded by a psycho test activity, a test tool used by GTQ (General Training Question) to measure a person's ability to absorb new information. Minimum GTQ set at a score of 100, a score of 100 indicates that a person can quickly learn new and complex things. Their GTQ results meet the requirements in other words the score is above 100. All prospective branch heads can capture and analyze and learn new things.

In addition, there is a Dominant Influence Steadiness Compliance (DISC) measuring tool as a tool for assessing employee personality which functions to measure the ability to work in teams, communicate. The DISC is used to understand individual characters, as well as to adapt to other people. Another testing tool is Papi Kostik which is used to obtain information about social concepts, both in terms of personality typology and in the context of the work of prospective branch heads. The results of DISC and Papi Kostik complete the behavioral data of each candidate for branch head.

By the agreement that the results of the mapping of the prospective branch heads show that the performance appraisal or the performance of the prospective branch heads for the past 2 to 3 years is satisfactory and another consideration is the work results according to the planned work targets. In addition, the managerial competencies assessed consist of, analytical

thinking, innovation, developing others, decision making, planning, seeking information. The competency level required for branch heads at level 5 is explained as follows:

Table 1. Managerial Competencies

Position Group		Managerial Competency					
		Planning	Innovative	Seeking Information	Analytical Thinking	Decision Making	Developing Others
Level 1	Head of Division	5	5	5	5	5	5
Level 2	Branch Head	5	5	5	5	5	5
Level 3	Head of Head Office	4	4	4	4	4	4
Level 4	Head of Branch Office	3	3	3	3	3	3
Level 5	Head of Head Office Section	2	2	2	2	2	2

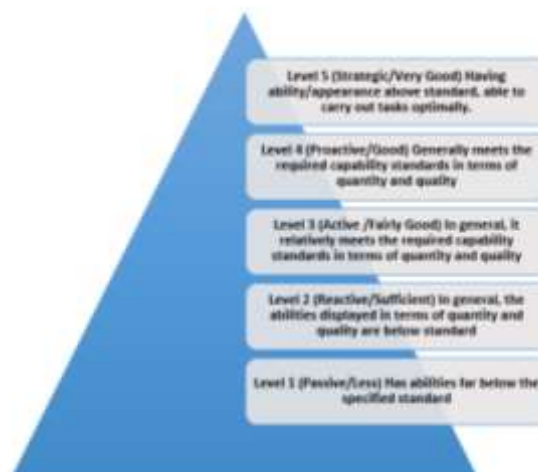


Figure 1. Pyramid Level (Showing Ability and Skills of Employees)

The HR Division together with the consultants discussed and determined the guidelines, mechanisms, rules used in the mapping. Furthermore, a psycho test is carried out accompanied by interviews with prospective branch heads and other practices and assessments in the form of stimulation where the prospective branch heads practice directly the answers that are submitted to the consultant, besides that there is an in-tray where they have to answer cases in the form of answers through memos, as well as presentations in front of the Board. Of Director related to the program that will be carried out if elected as a

candidate for branch head. The results of all assessment processes and activities are compiled to produce the following reports:

In analytical thinking competency, there is 1 candidate for branch head at level 5 (strategic) who has very good analytical thinking competence in carrying out the work all data and facts are evaluated, interpreted in an integrated manner so that they can make the right analysis. At level 4 (proactive) 2 prospective branch heads demonstrate the ability to summarize complex information to obtain easy-to-understand conclusions. While at level 3 (active) 5 prospective branch heads have the ability/insight to analyze the problems faced logically to be used as decision-making criteria. At level 2 (reactive) there are 2 prospective branch heads whose analytical skills are limited to simple problems. They recognize patterns of problems limited to things that have been experienced.

In planning competency, 2 candidates for branch heads are at level positions, they have made long-term company planning and organizational strategies, while 4 prospective branch heads are at a proactive level. The schedule and allocate time appropriately in completing tasks. While at level 3 (active) there are 2 prospective branch heads, having short-term plans, meaning that they only meet operational activities and targets for one year. The rest 2 prospective branch heads work based on the plans determined by the company.

In innovative competency, there is 1 prospective branch head who has implemented ideas that can increase customers. Only 2 candidates for branch heads at level 4 (proactive) that is, encouraging the creation of creative ideas for the company's long-term business continuity. While the others are 6 prospective branch heads at level 3 actively evaluating several policies to improve work effectiveness and efficiency by considering the risks and consequences and costs incurred and currently 1 prospective branch head is at level 2 (reactive) where the prospective branch head is have not focused on innovation as one of the competencies demanded by the organization.

Competency of developing others, carried out very well by 2 prospective branch heads by guiding by prioritizing behavior change, while 3 candidates for branch heads at level 4 (proactive), encourage the team to ensure that each member can apply the skills learned appropriately. At level 3 (active) 5 prospective branch heads are assisting or guiding in the development of technical capabilities with instructions, demonstrations. The remaining 2 candidates for branch heads set an example for their members to carry out certain tasks, sometimes letting their members develop on their own.

Meanwhile, the information-seeking competency was carried out very well by the 3 prospective branch heads, they have very good abilities in finding information other than using networking methods, and even using research as a reference in finding up-to-date and relevant information on the job. In addition, 3 prospective branch heads are at level 4 (proactive), they can obtain information with supporting facts to produce business ideas for

the company. 1 Candidate for other branch heads are quite capable of obtaining data from trusted sources so that it becomes useful information for the company. The remaining 3 people know information only based on the right data sources to support the work.

The results of the competency mapping and performance of prospective branch heads were discussed with a team consisting of directors and direct supervisors, human resources division, and consultants. One by one the results of the assessment of each candidate for the head of the branch were submitted so that the best names were selected. The election atmosphere was colored by exposing each other's evidence of performance and the opposite. The atmosphere described shows that this process is a process that upholds openness and justice. The results of the mapping are presented in the mapping of the prospective branch heads as follows:

C O M P E T E N C Y	VII. Low Performance High Leadership	VIII. Performance Medium High Leadership	IX. High Performance High Leadership
		2orang	2 orang
	IV. Low Performance Medium Leadership	V. Medium Performance Medium Leadership	VI. High Performance Medium Leadership
		4 orang	2 orang
	I. Low Performance Low Leadership	II. Medium Performance Low Leadership	III. High Performance Low Leadership
PERFORMANCE			

Figure 2. Talent Mapping for X Insurance Branch Head Candidates

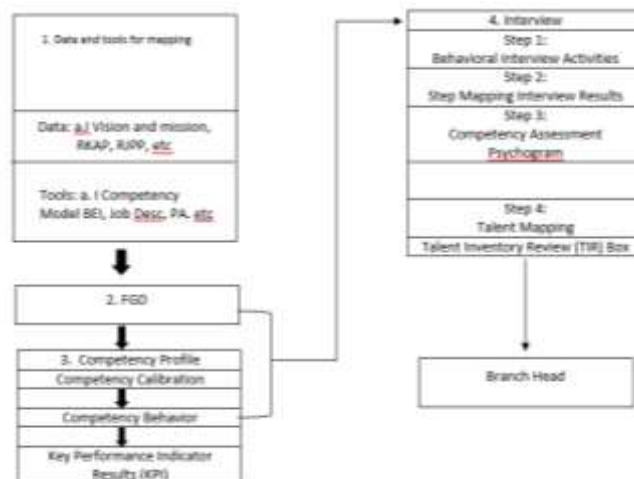


Figure 3. Mapping Flow of Prospective Branch Heads

3.2. Discussion

Mapping of human resources in insurance company X is needed to carry out the succession program and facilitate the process of promotion of prospective branch heads, therefore management has taken the right steps by inviting consultants to help accelerate the identification of prospective project heads. Preparation of secondary data, vision, mission, targets, outputs, competency models are well prepared. Accurate data acquisition related to competence and potential is carried out properly and correctly. The competency model is an important part because the product is a collection of competencies designed and selected and approved by the company owner. Competence is a characteristic that underlies a person in carrying out the effectiveness of individual performance in his work or basic characteristics that have a casual relationship with criteria that are used as references such as excellent or superior performance at work or in certain situations.

Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job (Kompri, 2017). The ability of organizational elements to master certain competencies is a requirement for someone to participate in promotions and maximize the success of the succession program in their organization or company. In addition, the Human Resources Division has chosen the methods and tools used, including the GTQ psychological measurement tool, DiSC, Papi Kostik, conducting interviews, observations, case studies, focus group discussions, a series of good and integrated activities. (Rony, 2020) so that it can further sharpen the results of the mapping of prospective branch heads.

Effective mapping can support the implementation of promotions to support the achievement of organizational goals. Various empirical and practical studies show that in an organization that carries out the promotion process, the potential and competence elements are considered to determine who deserves to be promoted to a position, especially the promotion of company leaders (Schein, 2004). From the definition above, it can be concluded that promotion has an important meaning for the company because promotion means company stability and employee morale grows and has an impact on employees having higher responsibilities than previously occupied positions. Promotions have value because they are evidence of recognition of the employee's achievements and competencies (Karimi & Student, 2012).

The readiness of the Human Resources Division to run a promotion system properly automatically has a direct impact on the success of succession planning is a decision made by the organization to improve and trigger the process of continuous development of employees, and ensure important positions can maintain stability and the organization's ability to achieve organizational goals. This succession planning should ideally be implemented in an integrated manner by building talent management. (Lewis & Heckman, 2006) defines talent

management as an overall process of recruiting, placing planning, and developing employee productivity levels. However, for companies that do not have a talent management system, such as insurance company X, they can carry out the mapping from data obtained from superiors, the human resources division for performance appraisal is assisted by assessment actions carried out by consultants. The integrated assessment becomes the material for making employee mapping so that the results can be used as a reference for succession programs in organizations such as those carried out by insurance companies.

The mapping process is carried out quite openly, all related superiors can nominate candidates for branch heads by referring to the specified requirements. This process becomes easy because the company already has a competency model and competency dictionary. The organizational culture in the company is strong enough to make it easier for consultants to design and prepare questions for prospective branch heads. From the results of the study, it is illustrated that the human resource manager of insurance company X understands the preparation for mapping prospective leaders, only that mapping should be carried out regularly.

From the results of the interview, it shows that this leadership mapping adjusts to needs so that when a candidate for a branch head is needed for a certain time, it becomes delayed. This company benefits from having a substitute branch head candidate, in other words, the branch head candidate does not need to take from outside the company. Employee mapping is the strengths and weaknesses of employees in an area such as leadership in teamwork. The results of the mapping are used to make decisions. Some of the companies choose this technique to get the best employees from a division and how to combine the advantages of each worker to produce the best quality work.

The availability of employee mapping accelerates employees in career management, streamlines succession planning, makes promotion decisions, and evaluates company training and job evaluation, ultimately providing gap analysis reports that assist in all the Human Resources (HR) processes listed above. This indicates that there is a difference between the needs of the company and the competency conditions of the employees at that time. This is where the important role of employee competency mapping. By accurately mapping each employee's strengths and weaknesses, the human resources division can develop strategies to improve employee competencies.

4. Conclusion

This insurance company has the potential to develop well in the future because management has a good concern for the empowerment of its human resources although, at this time, the results of the mapping show that the ability of prospective branch heads to handle non-technical problems has not been standardized. The function and role of the HR Division are

quite effective in preparing the mapping so that it has a direct impact on the smooth process of promotion and succession in this insurance company. Performance appraisal data and human resource management systems, including promotions and succession, are well available so that the mapping of prospective branch heads at insurance company X is realized.

One of the most important is the understanding of the Human Resources Division and the team towards the competencies and levels of managerial competence that are well standardized so that the results of the quality of human resources can be available by the needs of insurance company X. Annual manpower planning that has been designed with the approval of the company leadership. And ideally, this insurance company immediately has a Talent management system so that all problems from preparation, development, and retention systems are more integrated so that a sustainable competitive advantage in the insurance company is realized.

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