EMPLOYEE GRIT DEVELOPMENT BASED ON TALENT MANAGEMENT

By:

W. Widodo[1)]
Heru Sriyono[2)]

[1) 2)] *Majoring of Guidance and Counseling*
Faculty of Education and Social Sciences
Indraprasta University PGRI

Email:
widmag@gmail.com

ABSTRACT

Every business entity needs employee grit which is reflected in its persistence and enthusiasm to achieve long-term goals which are demonstrated through hard work in facing challenges, sustaining business and interests for years despite the failure, resilience, and difficulties in achieving it. But in reality, the grit of the employees is still relatively limited. One reliable factor for developing grit is talent management. This research was conducted to analyze employee grit development based talent management. The study uses a qualitative approach with descriptive methods. Data obtained through literature review and analyzed descriptive-qualitatively. The results showed that talent management is very necessary to develop employee grit, so then the company needs to schedule more intensive talent management so that employee grit grows optimally.

Keywords: *business, employees, grit, talent management*

A.   INTRODUCTION

Business entities cannot be built instantly (Sefudin, Prasetyono, & Sasmoko, 2014). It needs a process, step by step, from input to output. To produce superior products or services requires a long process. Every company, both government and private, is expected to progress so that it can provide tax revenues to the state (Fitria, Abdillah, Prasetyono, & Cahyo, 2019). Human Resources is one of the important and central factors in creating superior organizational entities. Each organization is formed based on the vision and mission that in its achievement is managed and done by humans. So it can be said that humans are a strategic factor in all organizational activities. Therefore, to create management to achieve

organizational goals, appropriate knowledge, methods, and approaches to human resource management are needed.

Especially to face the challenges and increasingly massive competition in the industrial era 4.0 (Claus, 2019), there has been a paradigm shift towards human resource management (Gardas, Mangla, Raut, Narkhede, & Luthra, 2019). At present human resources are seen as an invaluable organizational asset. The strategic role in managing human resources is interpreted as the link between the implementation of human resource management and organizational strategies to improve performance. The strategic role in managing human resources is defined as the management of human resources that must be able to elaborate on all the capacities of employees.

In this era, human resources are more focused on knowledge workers, which means that human resources are currently required to have new knowledge that is in line with ongoing changes. In the institutional aspect, the trend that occurs, namely the pattern of modern organizational structures increasingly flat and lean (King & Vaiman, 2019). This condition requires rightsizing which leads to downsizing or downsizing. The implications of these changes in aspects of human and institutional resources become a challenge for organizational leaders to find the right strategy for managing human resources. This means that the management of human resources with traditional models has begun to shift toward more modern management which is seen as more adaptive to change.

Business management requires the development of grits among employees so that the business units that are managed can not only survive but also can grow and develop in the long term (Sparrow, 2019). What's more, in this context, companies need to consider the application of talent management. Talent management is one of the new concepts in the field of human resources that is thought to have a large and positive contribution to optimizing human resource management.

B.   LITERATURE REVIEW

The term talent management comes from the words management and talent. According to Koontz and Weilhrich (2004), management is the process of designing and managing an environment that allows individuals to work together in groups effectively in achieving predetermined goals. For Sisk (in Daft, 2014), management is the coordination of all resources through a process of planning, organizing, directing, and monitoring to achieve the goals set. Whereas Daft (2014) says that management is the achievement of organizational goals effectively and efficiently through planning, organizing, leading, and controlling organizational resources. From some of these opinions, it appears that management is the process of designing and managing the environment so that individuals work together in groups effectively in achieving organizational goals through planning, organizing, directing and controlling activities.

Regarding talent, according to Michaels et al (in Hatum, 2010), talent is a collection of abilities that includes intrinsic traits such as skills, knowledge,

experience, intelligence, decisions, attitudes, character, and encouragement as well as the ability to learn and grow. For Buckingham and Clifton (2003), talent shows a recurring pattern of thoughts, feelings or behavior that can be applied productively. Talents are naturally present in a person, while skills and knowledge must be obtained. A person's talent is innate, where skills and knowledge can be obtained through learning and practice. Hatum (2010) argues that talent is a skill or capability that enables a person to perform certain tasks. Whereas Morton (in Bhatnagar, 2007) defines talent in the scope of the organization as individuals who can make a significant difference to the current and future performance of the company. While Williams (2005) broadly defines talent as a person who regularly shows special abilities and achievements throughout activities and situations, or in a special and limited field of expertise; consistently demonstrate high competence in areas of activity that strongly suggest transferability, abilities that can be compared in situations where they have not been tested and are proven to have high effectiveness.

In line with the notions of management and talent, Collings and Mellahi (2009) define talent management as activities and processes that involve systematic identification of key positions that differently contribute to the sustainability of organizational competitiveness, development of talent containers from individuals who have potential high, and existing individuals who can perform high to fill these roles, and the development of a differentiated human resource architecture to make it easier to fill these positions with competent individuals who already exist and to ensure these people continue their commitment to the organization. Whereas Smilansky (2006) explains talent management is a collection of integrated company initiatives aimed at increasing the skills, availability and flexible use of extraordinary abilities (high potential) of employees that can have a disproportionate impact on business performance.

On the other hand, Redford in Wilkinson, Townsend, & Suder (2015) defines talent management as an effort to ensure that every employee at all levels of work is at the peak of its potential. Meanwhile, Canon and Mcgee (2007) see talent management as the process by which organizations identify, manage and develop their people now and for the future. Hatum (2010) provides an understanding of talent management as a strategic activity that is aligned with the company's business strategy aimed at attracting, developing, and retaining talented employees at every level of the organization. From some of the definitions above it appears that talent management is a strategic activity that is designed in an integrated manner to ensure that every employee at all levels of work is at its peak potential and sufficient flow is available from employees into jobs throughout the organization.

Therefore every business entity needs to have strategic activities that are specifically designed and integrated to ensure that each employee is at the peak of his potential in supporting the achievement of business goals. One potential is the grid. The research results by Crane & Hartwell (2018) show that talent management contributes to human and social capital. One important component of human capital but still rarely discussed at an academic and practical level is grit. Duckworth et al (2007) define grit as persistence and passion for achieving

long-term goals. Grit is related to achieving high-level goals in a very long time (Duckworth, 2016). Grit is demonstrated through hard work in facing challenges, sustaining effort and interest over the years despite being faced with failure, resilience, and difficulties in achieving it (Duckworth et al., 2007). Gritty people see achievement as a marathon, the advantage lies in stamina.

According to Duckworth and Quinn (2009), grit consists of two aspects. First, consistency of interest. Consistency of high interest shows the ability to maintain interest in one goal. People who have high-interest consistency do not change the goals set, are not easily distracted, and maintain interest in the long run. Second, perseverance in the effort. High endurance in business shows the ability to complete work or business that is being done. People who are persistent in trying not to be afraid of challenges and obstacles are diligent, hard-working, and try to achieve long-term goals. The existence of grit in human beings is undeniable. Grit is relevant to any activity, task, occupation or profession and in any business unit or organization.

C.   RESEARCH METHOD

This article in its writing uses a descriptive qualitative approach. A qualitative approach with descriptive methods as the type of research that the findings are not obtained through statistical procedures or other forms of matter (Prasetyono, 2016). The descriptive method used is a literature review. Data results from the study literature grouped and sorted according to the study. Data obtained through literature review sourced from various relevant references or literature both from books and journals. The data obtained were analyzed descriptively-qualitatively.

The literature review is one of the research approaches by collecting theories from various books, journal articles, mass media and other scientific sources (Twizeyimana & Andersson, 2019). The analysis in the literature review is more to narratives that analyze topics of choice in research. Topics in research are analyzed with the results of previous studies and theories sourced from books. then conclusions are drawn from each aspect of the research topic (Dixit, Mandal, Thanikal, & Saurabh, 2019). Meta-analysis is a review of research results systematic, especially on the results of research empirically related to grid talent management (Rohayani, Kurniabudi, & Sharipuddin, 2015).

First of all, the authors collected papers through a search of the following electronic databases: Google Scholar, EBSCO Host, ProQuest, and Science Direct. Keywords used in the literature search were: human resource management, grid talent, and literature review. The search was limited to material available in Bahasa and English.

D. RESULTS AND DISCUSSION

Every person, including employees who work in various business units, has a grit – perseverance, and enthusiasm for achieving long-term goals – which is manifested in the consistency of interest and persistence in doing business. Consistency of high interest shows the ability to maintain interest in one goal. People who have high-interest consistency do not change the goals set, are not easily distracted, and maintain interest in the long run. Employees who have a high interest will consistently fight for their life goals in helping the company to achieve the goals set. If the company's goal is to produce superior quality products/services, then employees will make itself a part that contributes greatly to efforts to produce superior quality products or services. Persistence in high-level business shows the ability to get the job done or the business done optimally. People who are persistent in trying not to be afraid of challenges and obstacles are diligent, hard-working, and try to achieve long-term goals that are determined. Employees who persistently fight for their duties, try to perform optimally and show their best performance, for example, are faced with the reality of work that is less conducive, for example, low organizational resources and facilities that do not support work performance. Persistent employees will work hard to look excellent with all of these limitations. Persistent employees will continue to look for clever and ingenious ways to maximize the limited input to produce unlimited output (superior and competitive). Persistent employees are even willing to devote their time, energy and dedication to helping other employees who have difficulty completing their work, even helping to solve company problems even though they require additional time and dedication.

Each employee has different grit levels – low, medium, high – all of which are needed by the company to achieve the company's long-term goals (Sparrow, 2019). Therefore, company management has an interest in managing employee grit at an optimal level. Two ways can be taken.

First, refreshing grits through discussion, training, seminars or gathering activities by inviting experts who have sufficient capacity to motivate employees to grow and actualize grits optimally (Meyers, 2019). However, employees as ordinary people may experience burnout working for various reasons, both due to internal factors, family conditions, and work environment conditions that are considered less conducive. There may also be employees who do not know their grits well so they do not have the awareness and ability to develop and utilize their grits to the maximum for work. Such employees need regular refreshment so as not to decrease grits, it can even increase grit levels. The interest and persistence of a person as a manifestation of grit can be increased in certain ways, for example through inspirational and motivational efforts from figures who have high credibility (Liu et al., 2020).

Second, giving rewards to employees who show high grits. Employees with high interest and persistence will tend to be able to maintain or even increase their level of interest and persistence if valued. Therefore, employees who have high grits deserve to get awards, from simple ones such as giving praise or a piece of

appreciation paper from the leader to more appropriate ones such as giving gifts, incentives, or promotion.

If the business manager or company management can sow the grit of the employees through these simple efforts, then the managed business will be able to harvest results that are not simple. Namely the quality of products/services that are superior and competitive so that it can guarantee continuity and business development in the future.

E. CONCLUSION

Each employee has different grit levels – low, medium, high – all of which are urgently needed by the company because they can be relied upon to achieve the company's long-term goals. Therefore, business managers have an interest in managing employee grits at an optimal level through talent management, in a way: refreshing grits through discussion, training, seminars or gathering activities by inviting experts who have sufficient capacity to motivate employees to grit optimal growth and actualization, and giving rewards to employees who show high grits.

REFERENCES

Bhatnagar, J. (2007). Talent Management Strategy of Employee Engagement in Indian It's Employees: Key To Retention. *Employee Relations*, Vol. 29, 6, 641.

Buckingham, M., & Clifton, D. O. (2003). *Now, Discover Your Strengths.* New York: Free Press.

Canon, J. A. & Mcgee, R. (2007). *Talent Management and Succession Planning.* London: The Chartered Institute of Personel and Development.

Claus, L. (2019). HR disruption—Time already to reinvent talent management. *BRQ Business Research Quarterly*, *22*(3), 207–215. https://doi.org/10.1016/j.brq.2019.04.002

Collings, D. G. & Mellahi, K. (2009). Strategic Talent Management: A Review and Research Agenda," *Human Resource Management Review*, No. 19, 305.

Crane B., & Hartwell, C. J. (2018). Global Talent Management: A Life-Cycle View of The Interaction Between Human And Social Capital. *Journal of World Business*, 1-11, https: //doi.org/10.1016/j.jwb.2018.11.002.

Daft, R. L. (2014). *New Era of Management.* Eleventh Edition. New York: NewSouth-Western Cengage Learning.

Dixit, S., Mandal, S. N., Thanikal, J. V., & Saurabh, K. (2019). Evolution of studies in construction productivity: A systematic literature review (2006–2017). *Ain Shams Engineering Journal*, (XXXX). https://doi.org/10.1016/j.asej.2018.10.010

Duckworth, A. L., et al. 2007. Grit: Perseverance and Passion for Long-Term Goals. *Journal of Personality and Social Psychology,* (92)6, 1087–1101.

Duckworth, A. L. & Quinn, P. D. (2009). Development and Validation of the Short Grit Scale (Grit–S). *Journal of Personality Assessment,* 91(2), 166–174.

Duckworth, A. L., 2016. *Grit: The Power of Passion and Perseverance*. New York: Scribner.

Fitria, D., Abdillah, A., Prasetyono, H., & Cahyo, I. D. (2019). The Difference between Enterprises Taxpayers Compliance after Tax Amnesty. *Journal of Economics and Policy*, *12*(1), 86–99. https://doi.org/https://doi.org/10.15294/jejak.v12i1.18826

Gardas, B. B., Mangla, S. K., Raut, R. D., Narkhede, B., & Luthra, S. (2019). Green talent management to unlock sustainability in the oil and gas sector. *Journal of Cleaner Production*, *229*, 850–862. https://doi.org/10.1016/j.jclepro.2019.05.018

Hatum, A. 2010. *Next-Generation Talent Management: Talent Management to Survive Turmoil.* Hampshire: Palgrave McMillan.

King, K. A., & Vaiman, V. (2019). Enabling effective talent management through a macro-contingent approach: A framework for research and practice. *BRQ Business Research Quarterly*, *22*(3), 194–206. https://doi.org/10.1016/j.brq.2019.04.005

Koontz, H., & Weihrich, H. (2004). *Essentials of Management: An International Perspective.* New Delhi: McGraw-Hill Publishing Company Limited.

Liu, Y., Vrontis, D., Visser, M., Stokes, P., Smith, S., Moore, N., … Ashta, A. (2020). Talent management and the HR function in cross-cultural mergers and acquisitions: The role and impact of bi-cultural identity. *Human Resource Management Review*, (XXXX), 100744. https://doi.org/10.1016/j.hrmr.2020.100744

Meyers, M. C. (2019). The neglected role of talent proactivity: Integrating proactive behavior into talent-management theorizing. *Human Resource Management Review*, (March), 100703. https://doi.org/10.1016/j.hrmr.2019.100703

Prasetyono, H. (2016). Graduate Program Evaluation in the Area Leading Educational, Outlying, and Backward. *Journal of Education and Practice*, *7*(36), 109–116.

Rohayani, A. H. H., Kurniabudi, & Sharipuddin. (2015). A Literature Review: Readiness Factors to Measuring e-Learning Readiness in Higher Education. *Procedia Computer Science*, *59*(Iccsci), 230–234. https://doi.org/10.1016/j.procs.2015.07.564

Sefudin, A., Prasetyono, H., & Sasmoko, A. (2014). Impelemtasi Balanced Scorecard di Koperasi Karyawan dan Dosen Universitas Indraprasta PGRI (UNINDRA). *Jurnal of Applied Business and Economics*, *1*(1), 31–46.

Smilansky, J. (2006). *Developing Executive Talent.* New Jersey: John Wiley & Sons Ltd.

Sparrow, P. (2019). A historical analysis of critiques in the talent management debate. *BRQ Business Research Quarterly*, *22*(3), 160–170. https://doi.org/10.1016/j.brq.2019.05.001

Twizeyimana, J. D., & Andersson, A. (2019). The public value of E-Government – A literature review. *Government Information Quarterly*, (June 2017), 1–12. https://doi.org/10.1016/J.GIQ.2019.01.001

Wilkinson, A., Townsend, K., & Suder, G. (2015). *Handbook of Research on Managing Managers*. Cheltenham: Edward Elgar Publishing Limited.

Williams, M. (2005). *The War For Talent: Getting The Best From The Best.* London: CIPD