

Original Article

# Talent Management System and its Application in Competency and Performance-Based Personnel Placement

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**Abstract:** *The quality of human resources managed systematically, objectively, and sustainably determines the success of an organization. The challenges of personnel placement in strategic positions still occur in the Indonesian Navy, including competency mismatches, suboptimal implementation of the merit system, and limited data-based decision-making instruments. The purpose of this study is to analyze the implementation and benchmarks of standardization and the concept of a talent management system for personnel placement in the Indonesian Navy. The research method used is quasi-qualitative. Data collection techniques were carried out using questionnaires/surveys in the form of Google Forms, interviews, non-participant observation, and document studies. The collected data were analyzed using NVivo 12 software. The results of the study indicate that the talent management system has been outlined in various regulations; there are indicators that have not been standardized in competency-based and performance-based talent management to support the implementation of the merit system in the Indonesian Navy. The indicator aspects, as the main pillars of assessment, are education, competency, performance, and potential qualifications. The necessary steps are the integration of job competency standards, objective performance assessments, and application-based integrated information systems to produce a measurable and accountable personnel placement process.*

**Keywords:** *Competency, Performance, Talent management system, Merit system.*

## I. INTRODUCTION

The principle of "the right man in the right place" reflects the urgency of proper Human Resource (HR) management in determining organizational success. Accurate placement of personnel in positions that align with their competencies and performance is a key factor in ensuring effective task implementation and achieving organizational goals. In line with this, Astuti and Minarsih (2018)<sup>[2]</sup> emphasized that superior HR is key to organizational success. In the context of HR policy implementation, the reality in various organizations, including the Indonesian Navy, shows that challenges persist in the form of an imbalance between individual competency profiles and job demands. This condition results in decreased work effectiveness, low organizational performance, and suboptimal utilization of available HR potential.

Wright and McMahan<sup>[19]</sup> stated that "human resources are a source of sustained competitive advantage when they are aligned with organizational strategy," which positions HR management not merely as an administrative function but as a strategic instrument for achieving organizational goals. Within this framework, merit system theory serves as an implementation mechanism that emphasizes personnel placement based on qualifications, competencies, and performance in an objective, fair, and transparent manner. Kristof<sup>[11]</sup> developed the person-job fit theory and reinforced the importance of matching individual characteristics with job demands to achieve optimal performance. In the context of the Indonesian Navy, these theoretical principles have been essentially accommodated in various regulations, including Chief of Staff Regulation No. 13 of 2021<sup>[15]</sup> concerning Job Analysis and Chief of Staff Regulation No. 46 of 2021<sup>[17]</sup> concerning Placement of Navy Officer Positions with a merit system assessment. At the implementation level, structural, cultural, and systemic challenges remain, particularly in harmonizing authority between corps supervisors, professional supervisors, and user work units. Consequently, personnel management and placement do not fully reflect the principles of strategic HR management.

Previous studies have shown that talent management has a significant impact on organizational performance, leadership readiness, and organizational sustainability. Collings and Mellahi<sup>[6]</sup>, using a strategic talent management approach, emphasized the importance of identifying key positions and high-potential individuals as levers for organizational performance. This was further reinforced by Cappelli<sup>[5]</sup> by highlighting the need for alignment between the supply and demand of organizational talent. These findings were further developed by Al Ariss et al.<sup>[1]</sup> and Gallardo-Gallardo et al.<sup>[7]</sup>, who criticized the elitist tendencies of talent management and emphasized the importance of a more inclusive, competency-based system. Meanwhile, Kim and McLean<sup>[10]</sup> and Meyers and van Woerkom<sup>[14]</sup> added the dimensions of continuous development and performance



measurement as key elements in ensuring the effectiveness of talent management. In the public sector context, studies by Thunnissen<sup>[18]</sup> and Pandita and Ray<sup>[14]</sup> show that talent management implementation is often hampered by bureaucracy, organizational culture, and administrative approaches that are not yet fully merit-based. Most previous studies have focused on civil organizations, stopping at the policy or conceptual framework level, and have not simultaneously integrated the dimensions of competence, performance, and utilization of application systems as decision-making instruments.

This research explicitly offers conceptual and operational integration between talent management, competency and performance measurement, and application system design as a basis for objective, measurable, and sustainable personnel placement within the Indonesian Navy. The points analyzed are the implementation and benchmarks for standardization as well as the concept of a talent management system and its application for personnel placement within the Indonesian Navy. The findings are very important practically, as they can support accountable leadership decision-making, while maintaining the continuity of the development of superior officers as future leaders of the Indonesian Navy. Furthermore, theoretically, it can formulate the concept of a talent management system and its application, which has not been widely explored in previous studies.

## II. LITERATURE REVIEW

Strategic human resource management (SHRM) literature consistently emphasizes that human resources constitute a source of sustained competitive advantage when effectively aligned with organizational strategy, thereby repositioning HRM as a strategic driver rather than a purely administrative function (Wright & McMahan, 1992)<sup>[19]</sup>. Subsequent studies demonstrate that strategically integrated HR practices significantly enhance organizational performance, adaptability, and institutional effectiveness, particularly through high-performance work systems and alignment between human capital and strategic objectives (Huselid, 1995<sup>[9]</sup>; Becker & Huselid, 1998<sup>[3]</sup>; Zehir et al., 2019<sup>[20]</sup>). Complementing this perspective, the person-job fit framework highlights that congruence between individual attributes and job requirements is a critical determinant of performance and long-term organizational outcomes (Kristof, 1996<sup>[11]</sup>; Kristof-Brown et al., 2005<sup>[12]</sup>). Within military organizations, these theoretical foundations underpin merit-based personnel management systems aimed at ensuring professionalism, objectivity, and accountability. In the Indonesian Navy (TNI AL), such principles have been formally institutionalized through internal regulations governing job analysis and officer placement based on merit. Nevertheless, empirical evidence indicates that implementation remains constrained by structural fragmentation, cultural inertia, and overlapping authorities among corps managers, professional supervisors, and user units, resulting in a persistent gap between SHRM principles and personnel placement practices.

The research method used is quasi-qualitative (Bungin, 2017)<sup>[4]</sup>. This is to analyze the main key in the design/formulation that can be implemented in the form of a Talent Pool-based application. The population of this study is all personnel who serve as Commanders. The samples taken are KRI (Indonesian Warship) Unit Commanders (Dan Sat), Brigade Commanders (Dan Brig), Air Wing Commanders (Dan Wing), Lanudal (Naval Air Base) Commanders (Dan Lanud), KRI (Indonesian Warship) Commanders (Dan KRI), Battalion Commanders (Dan Yon), Squadron Commanders (Dan Ron) and Lanal (Naval Base) Commanders (Dan Lanal). The research locations in East Java include Koarmada II, Pusnerbal and Pasmar 2, Central Java includes Lanal Yogyakarta, Lanal Semarang and West Java includes Lanal Cirebon and Lanal Bandung. Data collection was carried out from May to July 2023. Data collection techniques were carried out using questionnaires/surveys in the form of Google Forms, interviews, non-participant observation and document studies. The collected data were analyzed using NVivo 12 software. The use of this software aims to improve traceability, consistency, and objectivity in the data analysis process. The results of the data analysis were then synthesized into a conceptual model that illustrates the relationship between competency, performance, and personnel placement decision-making mechanisms. This analysis resulted in an initial design for a simple, measurable, and applicable role model for a talent management application (talent pool) to support competency and performance-based personnel placement decisions.

## III. RESULTS AND DISCUSSION

The concept of a talent management system within the Indonesian Navy is implemented in accordance with Chief of Staff Regulation No. 46 of 2021<sup>[17]</sup>, implementing a merit system with the aim of recruiting personnel capable of carrying out their assigned duties. Another provision used as a reference is Chief of Staff Regulation No. 2 of 2023<sup>[16]</sup> concerning the Digitalization of Personnel Data within the Indonesian Navy. The indicators used are quite comprehensive, including education, position, assignment, rank, assessment/conduct, performance competency, psychology, health, fitness, punishment, housing, family data, honors, and other skills. In its implementation, several informants reported that not all data has been fully implemented, or that not all data has been inputted or updated. Further improvements are needed to ensure a more comprehensive assessment and system. The results of interviews with informants were analyzed by processing the data using Nvivo 12. Visualization of coding results with comparison diagrams concluded the importance of educational background and training, which also includes courses, competencies, including technical, basic and fitness, performance of both individuals and organizations and potential qualifications covering assignment experience, screen hours, flight hours, tour of area, tour of duty

and detachment. Visualization of the framework of thinking from data processing with Nvivo 12, which illustrates the relationship between problem formulations, is shown in Figure 1.

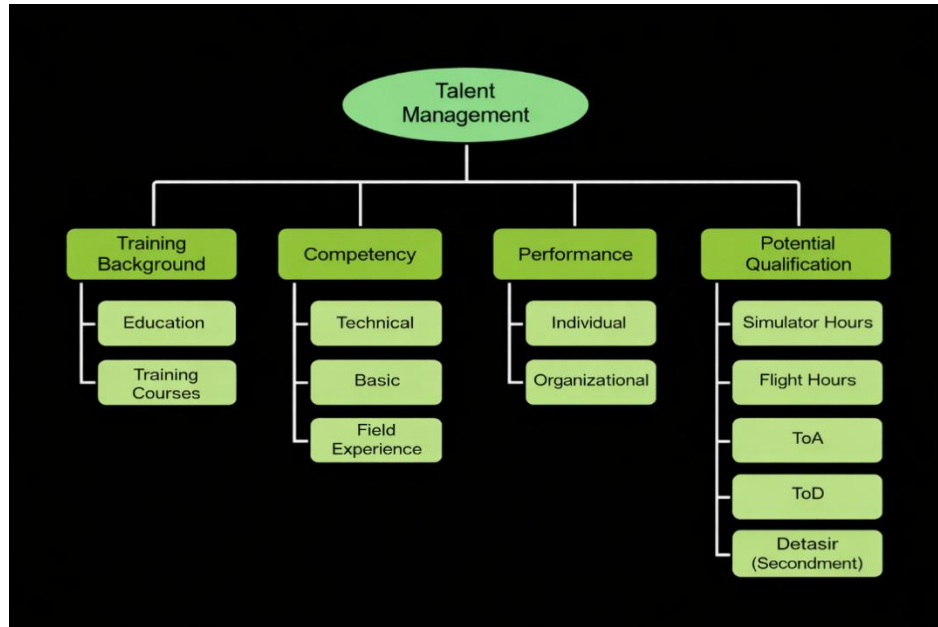


Figure 1. Mind Map Visualization

The primary and secondary data collected were then analyzed using triangulation and processed using Nvivo 12. There are 4 main nodes that can be used as the main criteria presented in Figure 1.

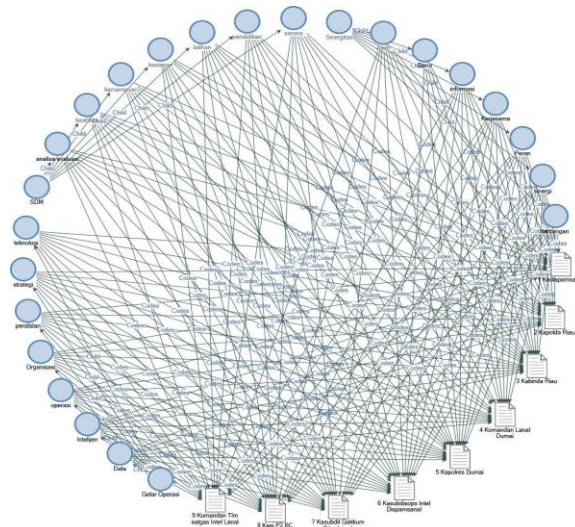


Figure 2. Data Triangulation Visualization

Based on the results of data processing, in the form of nodes and coding presented in Figure 2. above, the indicators are then described and defined in Table 1.

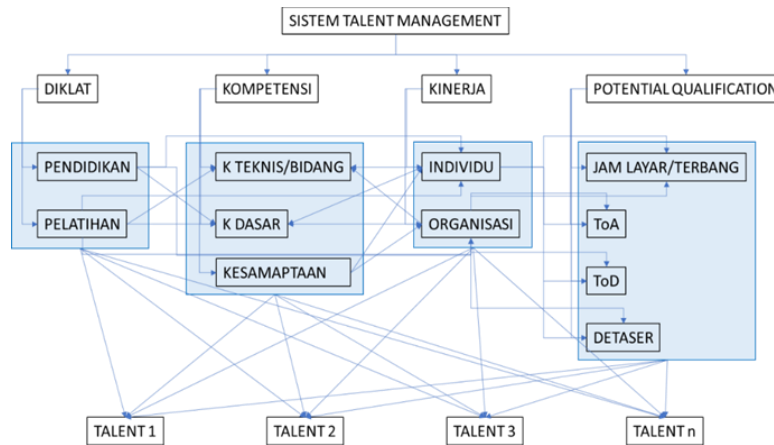
Table 1. Criteria and Sub-Criteria in implementing Coding

No	Criteria	Sub Criteria	Indicator
1	Training Background	Education	Dikum, dikmil, dikbang
		Training	Course, LDD
2	Competence	Technical or Field	Commitment to the organization, quality-oriented, conceptual thinking, initiative, goal-oriented in service, communication, creative and innovative, directing and giving orders,

			building working relationships, guiding, seeking information, taking risks, developing others, continuous learning, delegation of authority, decision making, work organization, self-control, self-confidence, attention to order, enthusiasm for achievement
		Base	Leadership, integrity, planning, organizing, Cooperation, flexibility
		Physical fitness	fitness conditions and health
3	Performance	Individual Performance	Skill
		Organizational Performance	Productivity, service quality, responsiveness, responsibility, accountability, discipline
4	Potential Qualification	Screen Clock/Clock Fly	Number of screen hours or flight hours
		ToA	Data on the assigned area owned according to RH
		ToD	Assignment position data owned according to RH

The operational definition of the criteria that have been obtained is explained as follows: training background is the main benchmark in talent management, competency is the main benchmark in analyzing a person's abilities according to the position he will hold, performance is the main benchmark in determining the work targets achieved and potential qualifications are the final conclusion in determining a person's potential based on talent management. A talent management system is a strategic approach used by organizations to manage and develop the talents and capabilities of Indonesian Navy officers. This concept involves the identification, development, and retention of Indonesian Navy officers who have the potential to become future leaders and make significant contributions to the organization. In practice, a talent management system can assist organizations in placing personnel based on competency and performance. This can be done by identifying Indonesian Navy officers who possess skills and abilities that match job requirements and providing the necessary training and development to improve personnel performance. To identify Indonesian Navy officers, parameters can be used according to the criteria described above.

These criteria have interrelated relationships between criteria, sub criteria, and sub criteria, as well as relationships between criteria and subcriteria obtained from discussions with informants, as shown in Figure 3.



**Figure 3. Relationship between criteria and sub-criteria**

Description: Diklat is a training background that contains Education “Pendidikan” and Training “Pelatihan”. Kompetensi is Competency which includes Technical Competency “Teknis”, Basic Competency “Dasar”, and Field Competency “Kesemaptaan”. Performance “Kinerja” includes Individual “Individu” and Organization “Organisasi”. Lastly, potential qualifications include Experience ‘Jam Terbang’, ToA (Tour of Area), ToD (Tour of Duty), and Secondement “Detaser” After understanding the relationship between criteria and sub-criteria in the talent management system, the next step is to design a benchmark and standardization concept for the job placement process, one method being weighting. This weighting was carried out by distributing questionnaires to respondents, and the results were weighted using the Dematel

method using Microsoft Excel software. The purpose of this weighting is to identify which criteria and sub-criteria influence or are influenced.

The weighting results can also provide information on how much influence or influence is exerted. The results can identify criteria and sub-criteria that can be used as input in preparing talent for a position based on competency and performance. The weighting function can also facilitate application system design by projecting talent to be appointed and proposed for a position based on competency and performance.

**Table 2. Direct correlation matrix (average) on the criteria**

	Background Training	Competence	Performance	Potential qualification
Background behind Training	0,000	1,063	1,250	1,125
Competence	0.950	0,000	1,188	1,075
Performance	0.800	0.850	0,000	0.900
Potential qualifications	0.900	0.963	1,125	0,000

The weighting results serve as benchmarks and assessment standards to support the design of job placement applications, ensuring that the talent appointment process can be conducted objectively, measurably, and accountably, based on competency and performance. This approach demonstrates that the placement mechanism is no longer merely technical and operational, but rather part of a strategically designed HR management system. In line with this, based on the Strategic Human Resource Management theory proposed by Wright and McMahan (1992) [19], a talent management system must essentially be understood as an architecture of integrated HR policies and practices designed to support the achievement of an organization's strategic goals. In the Indonesian Navy, personnel placement policy is positioned as a strategic organizational mechanism that functions to optimize the integration between the demands of the maritime defense mission, organizational design, and HR capabilities.

The results of the weighting of criteria and sub-criteria using the Dematel method indicate a causal relationship between variables such as educational background and training, competency, performance, and potential qualifications, which collectively form a talent-based job placement system that aligns with the strategic needs of the Indonesian Navy organization. Furthermore, this finding can also be explained through the perspective of the person's job fit theory developed by Kristof (1996) [11], which emphasizes the importance of matching individual characteristics (knowledge, skills, abilities, and potential) with job demands and characteristics. The direct relationship matrix in Table 3.2 shows that the competency and performance variables have a relatively high intensity of influence on other variables, indicating that the fit between personnel and positions in the Indonesian Navy environment is largely determined by the actual abilities and performance achievements of personnel. The talent management system designed through this weighting empirically strengthens Kristof's theoretical assumption that the level of personnel job fit will increase if the organization is able to map job demands and personnel characteristics objectively and measurably.

From the perspective of integrating these two theories, the results of this study indicate that the talent management system in the Indonesian Navy serves as a connecting mechanism between organizational strategy and personnel placement practices. Wright and McMahan (1992) [19] emphasized that strategic HR practices will be valuable if they are able to create the behaviors and competencies needed by the organization. In this case, the use of Dematel-based criteria weighting serves not only as a technical tool but also as a strategic instrument to ensure that personnel placement results in a strategic fit between the individual, the position, and the organization's mission. Based on this thinking, talent management in the Indonesian Navy can be positioned as an integral part of the performance management system and long-term career development.

The steps for analyzing the Talent Management System concept and its application in competency- and performance-based personnel placement include identifying organizational needs, namely identifying the organization's needs in terms of the talents and abilities of Indonesian Navy officers. This can be done by conducting a job analysis and determining the skills and abilities required for each position. Once organizational needs are identified, the next step is to identify Indonesian Navy officers who have the potential to fill those positions. This can be done by conducting performance evaluations and identifying Indonesian Navy officers who have the appropriate skills and abilities. The next stage is the development of Indonesian Navy officers who have potential, by providing the necessary training and development to improve their performance and align with individual and organizational needs. Once these steps have been completed, the placement of Indonesian Navy officers is ready to fill the required positions according to their skills and abilities. The entire series of steps systematically forms a total talent management framework that serves as a comprehensive approach to ensuring the match between job needs and the competencies of Indonesian Navy officers.

The Indonesian Navy's total talent management is a series of proactive and integrated management actions designed to ensure that the organization has a supply of the best human resources, highly productive officers in the right jobs and at the right time. The Indonesian Navy can also translate talent into potential personnel who can be assigned to strategic units for the success of the organization as a work team. The Indonesian Navy is expected to have professional talent in planning, operations, personnel, material logistics, intelligence, and maritime capabilities to support the success of the Indonesian Navy's main tasks.

The findings and recommendations of this study have practical implications for the Indonesian Navy, namely the availability of an objective and standardized basis for making job placement decisions. Theoretically, it contributes to strengthening the relevance of the theories of Wright and McMahan (1992)<sup>[19]</sup> and Kristof (1996)<sup>[11]</sup> in the context of military organizations, particularly the Indonesian Navy. These findings not only confirm the importance of the match between individual qualifications and positions (person-job fit), but also indicate that potential qualification variables can be positioned as reinforcing variables in competency and performance-based talent management models. This research has the potential to enrich theory development by integrating potential variables as strategic elements that function to bridge actual performance with future organizational needs, especially in the context of dynamic and mission-oriented military organizations.

#### IV. CONCLUSION

The talent management system within the Indonesian Navy (TNI Navy) has not yet fully functioned as an integrated system to support competency and performance-based personnel placement. Education and assignments, as key indicators, are still partially managed and not yet integrated into a complete personnel development cycle, thereby limiting the role of professional development supervisors. This condition reflects limited governance, including regulatory integration, information system utilisation, and accurate, up-to-date personnel data management, and simultaneously impacts the effectiveness of competency, qualification, and achievement mapping. The disconnect between talent management policies, key performance indicators, and career development patterns means the merit system does not function optimally as a basis for job placement. The strategic need for effective job placement and strengthening professionalism is the development of integrated, application-based talent management, supported by adaptive regulations and cross-departmental data governance across supervisors and work units from the initial stages of TNI Navy personnel management.

#### Interest Conflict

The authors declare that there are no conflicts of interest associated with this study. The research was performed independently and objectively, and no personal, financial, or institutional relationships influenced the research process or the outcomes presented in this article.

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