# Employee Mapping Process as a Solution for Empowering Human

*by* Zahara Zahara T Rony

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# Employee Mapping Process as a Solution for Empowering Human Resources in Companies

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## ABSTRACT

**Objective -** The development of the Indonesian residential business sector in recent years has experienced rapid changes and developments. For example, landed-house housing has now decreased in favour of high-rise developments. This has had an impact on the needs for various competencies of employees of construction company X, therefore, the company needs to empower employees, beginning with mapping employees of construction X. Mapping of employees has not been widely carried out by the company. Various elements are needed to describe employee strengths and the results can be used to develop a competency development program to achieve long-term targets. The purpose of this research is to describe an employee mapping process that has been carried out by the consultant group.

**Methodology/Technique –** The research method used is qualitative narrative research. Consultants who directly handle and provide assistance to employee mapping are the participants in this study. Researchers collaborate with participants and involve them actively in the data collection.

**Finding –** The results of this study illustrate that the number of employees who are ready to serve as project managers is still limited. Human resource managers need to implement efficient strategies to recruit and hire candidates and carry out a number of development programs to accelerate competency improvement and develop a talented management system.

**Novelty –** This research contributes to the knowledge of empowerment strategies for the company and to human resource management knowledge for construction company X and other similar companies.

**Type of Paper:** Empirical.

**JEL Classification:** J24, J29.

*Keywords*: Coaching; Competency; Empowering; Talent Mapping; Talent Management

**Reference** to this paper should be referred to as follows: Rony, Z.T; Yasin, M; Silitonga, T.B; Syarief, F; Harianto, R.A. (2021). Employee Mapping Process as a Solution for Empowering Human Resources in Companies, *GATR Global J. Bus. Soc. Sci. Review,* 9(3), 216 – 223. https://doi.org/10.35609/gjbssr.2021.9.3(3)

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## 1. Introduction

High levels of competition in the era of globalization has forced companies to further improve their competitiveness to achieve a superior level of competitive advantage (Freska & Claus, 2013; Hsu et. al., 2013). Companies are required to improve their ability to meet consumer needs and are responsible for profitability to satisfy shareholders.

On this backdrop, companies need to understand the changes that occur in the market and the competition they are facing fundamentally, gradually, even radically, so that efforts to satisfy consumers and shareholders continue to be carried out simultaneously (Bican & Brem, 2020; Khanagha et. al., 2014). Many companies experience panic when facing a very highly competitive situation because the business challenges they face today are much bigger and more difficult than in the past. Economic globalization, where products in the form of goods and services flow freely between countries, has placed greater pressure on companies to compete. Therefore, a strategic management approach is needed; a comprehensive and long-term oriented managerial approach in managing the company's growth in a competitive market that contains risks in an atmosphere of uncertainty, so that the company can survive and develop sustainably.

One of the integral elements for a competitive company is to have superior employees (Rony et. al., 2020). This has consequences for a company's ability to carry out appropriate talent management for their organizations and to increase and optimize organizational capacities and capabilities - human resources are the foundation and source of creation for the organization (Brand et. al., 2021). Employees are an asset and an investment for any company. Through effective management and development, employees can generate higher returns on investment. Investing is a long-term activity; therefore, human resource management is carried out with a planned and measurable design.

The development of superior employees is a continuous and interrelated activity within the company. The development of superior employees is part of the company's business overall objective and activity. All go hand in hand, are interrelated, and mutually support each other by the company's goals and strategies which lead to the achievement of the company's vision and mission. Managing superior employees is not the same as managing employees in general. They have certain knowledge, skills, personality, self-concept, and motives. To develop and invest in superior employees requires a special approach beginning with recruitment through to performance evaluation, assessment methods and specific job assignments (Rony et. al., 2019).

However, effective employee management on an ongoing basis is not carried out by most human resource managers in various organizations. Therefore, it is not surprising that many organizations are not ready to face organizational change even though environmental changes occur fast and are difficult to predict, which can give rise to various problems for companies, especially the suitability of human resource competencies. One of the consequences of unprepared human resource management can be seen among housing developments companies in Indonesia.

The researcher's interview (with the consultant with the team in the company's human resource management division) shows that so far, they have not carried out comprehensive human resource management. Several forms of development activities and other activities, such as coaching activities, especially feedback activities, are rarely carried meaning management does not have performance data that includes a complete compilation of knowledge, skills, and behaviors. They do not yet have a map of employee strengths to select employees who are involved in various strategic projects even though the management received an offer to build 60,000 housing units in 2018 with landed and multi-story housing products to generate an income of Rp. 5.4 T per year with net profit ratio (at least 9% before the end of 2018). Construction Company X has earned the government's trust, and this has played a big role in the success of the program.

In response to changes in targets and demand for these types of products, Construction Company X needs to identify, calculate, and prepare project managers who have mastered the hard skills and soft skills needed and in accordance with the company's targets. This is not easy to do, because for 40 years the company has focused solely on building simple houses. Such appointments require strategic preparation from the project manager.

The above phenomenon attracts the attention of the informants' research, experience, and learning. In this case, consultants can be interviewed with an interpretive paradigm with a narrative qualitative research approach where the researcher recounts and explains a stage of the employee mapping process by the consultant who became the informants in this study. The results of the mapping are the key for management to empower employees at construction company X. Research that describes the employee mapping process is still very

limited. Employee mapping activities are part of the activities of talent management. Some experts argue that mapping of superior employees, including new knowledge in the academic world, has not received much attention from empirical research to enable testing of conceptual ideas (Lewis & Heckman, 2006; Staunton, 2014).

Therefore, the talent mapping process in construction companies needs to be studied considering; today's organizations are increasingly complex and often change rapidly, requiring companies to adapt to existing conditions. Environmental changes that occur include technology, information systems, economics, and politics that cause the emergence of new regulations and derivatives so that industrial and industrial players in their implementation can run efficiently (Petty & Guthrie, 2000). The narrative type of qualitative method was chosen because it can be used to explain the activities and experiences of informants in employee mapping. The results of this study suggest that a comprehensive performance appraisal system is needed comprising of a talent management system and competency model that is tailored to the business direction of construction company X, as well as a program to increase hard skills and soft skills for project managers at construction company X.

## 2. Literature Review

Increasingly fierce business competition encourages companies to adapt to market needs to produce product and service innovations (Baxter & Matear, 2004; Bontis, 1998; Inkinen et. al., 2015; Wang et. al., 2014). A strategy is needed including periodic employee mapping so that the company has a talent pool, which is a collection of quality candidates grouped by company. These candidates display superior or special performance and become role models or mirrors for other employees to behave in accordance with the values adopted by the company (Collings & Mellahi, 2009; Gallardo-Gallardo & Thunnissen, 2016; Garavan, 2012; Lewis & Heckman, 2006; Sparrow & Makram, 2015; Tarique & Schuler, 2010).

To be able to identify talents, mapping is conducted on a matrix by combining elements consisting of potential and competence (Prahalad & Hamid, 2007). In addition, several elements are assessed, including experience, profile, and qualifications. The elements of potential, competence and past performance are all combined (O'connor & Lages, 2004). The dimensions of competence and potential are assessed and categorized into more specific groups based on certain criteria with a matrix of employee mapping in 9 quadrants, referred to as quadrants I to IX (Rony et. al., 2020). Good group candidates represented in quadrant VI, VII, VIII, and quadrant IX were the best group. The best group is a group that is ready to be promoted. The matrix depicted above the vertical and horizontal axes illustrates the availability of talent that has an impact on organizational development planning (Yasin, 2017). The results of this mapping are used for various needs including strategies for developing talented individuals and individuals who have weaknesses that need improvement (Bersin et. al., 2016).

To accelerate the availability of superior employees, an important understanding of the future of the organization is a shared responsibility and makes employee development a priority, including in creating future leaders and equipping employees with special skills and programs including coaching and mentoring (Rolfe, 2010). In addition, fast-tracked developments including action learning and project assignments are used as alternative programs to accelerate the availability of superior employees (Hagel et. al., 2017). They are given clear and measurable training and assistance so that competency improvement can be monitored properly and implemented effectively (Z. T. Rony, 2020b).

## 3. Research Methodology

The research method used in this study is qualitative research with a narrative approach (Stride et. al., 2017). This method helps researchers achieve the research objective, which is to explain the experience of HR development consultants in helping to achieve work targets in a construction company in early 2018. At that time, the construction company management decided to conduct talent mapping carried out by consultants.

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This narrative research helps to explain the process of mapping employees by chronological order in detail. Data was collected from listening processes, reading consultant reports, meeting face-to-face and discussing via zoom with consultant groups either individually or together. The results of the mapping and the experience of HR development consultants are the primary data in this research.

The sampling method used is purposive sampling and quota sampling. The informants consist of a team of 7 people including 1 chairman and 6 members. They have competence and experience as psychologists, assessors, and organizational development specialists. In detail, the step-by-step mapping process was presented by the informants, and to help get a more complete picture the researcher also saw videos of several training processes for construction company employees.

The researchers repeatedly read the results of the work report in the form of mapping results and read relevant literature related to talent management articles, talent mapping, competence, mentoring, and coaching. The results of the data analysis from related articles and consultant work reports produced interview materials used by researchers in the field. In each research process, researchers asked questions and explored the activities carried out by informants in producing reports (McLafferty, 2004). Researchers took notes whilst interviewing informants. The researchers then triangulate the informants to ensure no important events or stages in employee mapping are missed so that the credibility and accuracy of the research report is maintained. The important sections are discussed and analyzed with reference to a number of previous studies. The location of the interview was adjusted to the agreement between the researcher and the informant. Several interviews were conducted 6 times via zoom and 2 times face-to-face with each informant.

## 4. Results

Informants recounted the initial process of employee mapping. Researchers listened and compared with supporting data in the form of vision, mission, organizational structure and competency dictionary of construction company X. A Focus Group Discussion was conducted with 4 directors and Division Heads and Managers 4 times. From the meeting it was agreed that the mapping activity is intended for employees who have experience as project managers and have the potential to become project managers. They have at least 10 years of experience and have previously been project heads or part of project teams. Based on these qualifications, 44 prospective project managers were selected.

From the results of the interviews with the informants, it is stated that this company does not have an employee performance appraisal that meets the requirements. As an alternative, to obtain a complete picture of their potential and competencies, 44 people were assessed by conducting psychological tests, completing case studies, and conducting interviews. The test tool used is the GTQ (General Training Question) which can be used to measure a person's ability to absorb new information. In addition, the Dominant Influence Steadiness Compliance (Disc) is used as a personality assessment tool used to measure the ability to work with a team and communicate effectively. DiSC is used to understand individual characters, as well as their ability to adapt to other people. Another test tool is Papi Kostik, which is used by informants to obtain information about social concepts, both in terms of personality typology and in the context of their work. DISC and Papi Kostik results complete the behavioural data for each employee. To determine the soft skill competencies of each employee, self-assessment and behavioural interviews were conducted relating to continuous learning competencies, achievement orientation, perseverance, teamwork, and creativity. Meanwhile, leadership competencies was measured with indicators including vision, alignment, and execution.
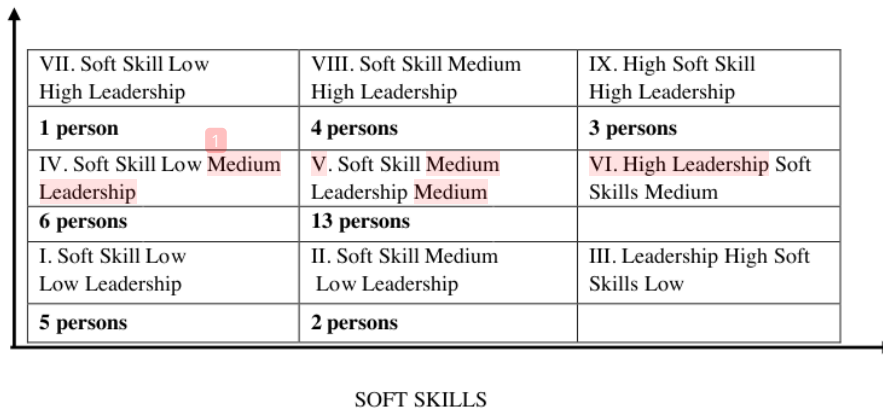
Further, prospective project heads were equipped with knowledge through various training programs. The resource persons selected for this activity are the Board of Directors (BOD). The selection of the Board of Directors as resource persons can be used to observe and measure the technical competence of prospective project managers. The training was carried out across a 12-hour period. In the first 8 hours, they were provided with material in class and then worked on case studies. Following this, they presented the results of their case analysis. In this activity, the Board of Directors and informants can assess the ability of hard skills consisting of Business Processes, Selection of Raw Materials, Human Resource Management, Standardization of

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Equipment, Methods, and Implementation Procedures (SOP) and Concepts and Implementation of K3. Activities used to describe the mapping of potential project heads improved by watching a film at night entitled The Hunt for the Red October, starring the famous actor, Sean Connery.

This film was chosen by management to provide an understanding that achieving big goals requires determination, agility, and reliability as well as the courage to take big risks. They were asked to actively assess the actions taken by members of leadership in the film. The informants took turns being the observers. For the training activities to be more focused, the training was held it at the Puncak, West Java education and training institution and the psychological test was carried out at the head office, East Jakarta. This company has the potential to develop well in the future because the leadership has a good concern for the empowerment of its human resources, despite the current results of mapping showing that the leadership's ability to handle technical and non-technical problems is not yet standardized.

In addition, the role and function of the HR division is not conducted optimally. For example, there is a development program for prospective project managers that has not been carried out in a systematic and structured manner, resulting in the unavailability of talent. To adapt to changes and demands in the era of globalization, companies are advised to create a blueprint for human resource development that is tailored to business and external conditions for the proceeding 5 years. Along with these activities, training accompanied by scheduled and strict mentoring and monitoring needs to be carried out immediately.

From these activities, a large amount of data was collected however in this paper the employee mapping presented is limited to soft skills and managerial (leadership) data. Competencies are generated from the assessment of several competencies for continuous learning, achievement orientation, perseverance, teamwork, and creativity. Meanwhile, the leadership assessment is obtained from the sub-competencies of vision, alignment, and execution.

| VII. Soft Skill Low High Leadership | VIII. Soft Skill Medium High Leadership | IX. High Soft Skill High Leadership |
|---|---|---|
| 1 person | 4 persons | 3 persons |
| IV. Soft Skill Low Medium Leadership | V. Soft Skill Medium Leadership Medium | VI. High Leadership Soft Skills Medium |
| 6 persons | 13 persons | |
| I. Soft Skill Low Low Leadership | II. Soft Skill Medium Low Leadership | III. Leadership High Soft Skills Low |
| 5 persons | 2 persons | |

SOFT SKILLS

Picture 1. Talent Mapping Project Manager

Talent Mapping Project Leader shows that of the 44 people who took part in the assessment, 8 people have high leadership potential but only 3 of those people have high levels of work commitment and soft skills. Further, 4 other people have moderate work commitment and soft skills, and 1 person has low work commitment and soft skills. Additionally, 29 people have moderate leadership potential, with a total of 13 people having moderate work commitment and soft skills, whilst 16 people have high work commitment and low soft skills. There is no moderate leadership potential, with high work commitment and soft skills. The other 7 people have low leadership potential, consisting of 5 people with low work commitment, and 2 people with moderate work commitment and soft skills. There are no people with low leadership potential with high work commitment and soft skills.

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## 5. Discussion

HR mapping in company X is needed to determine the direction of future employee development in general and more specifically to map the potential of project managers in the short term. Therefore, management has taken the right steps by inviting consultants to help accelerate the identification of potential project heads (Lewis & Heckman, 2006). Preparation of secondary data, vision, mission, targets, outputs and competency models are well prepared although the company does not yet have optimal performance assessment. Consultants and management collaborate to make alternative assessments and observations so that the assessment of prospective project managers can be completed (Rony et. al., 2020a). The HR and consultant divisions carry out synergies and analysis by selecting measuring tools that are in accordance with project needs. Accurate data acquisition regarding capabilities and potential is carried out effectively. Management and informants have chosen the methods and tools used, including psychological measuring tools GTQ, DISC, Papi Kostik, WOL, Behavioral Event Interviews, Observations, Case studies, Focus Group discussions and a series of good and integrated activities (Rony, 2020).

Construction company X management has implemented creative appraisal methods and employee development strategies. Training with resource persons, namely BOD, accompanied by case study discussions, and watching films together is a way to create a signature experience that builds closeness in achieving job satisfaction so that the strengthening of continuous learning culture through mentoring activities can be developed properly with prospective project managers. This opportunity is also used to give messages and motivation to project managers so that they can complete work targets on time. These activities can give the impression that prospective project managers will experience added value and increase engagement between prospective project managers and the company (Brunetto et. al., 2012).

The selection of competencies that are measured and selected is oriented to the value of corporate behavior, continuous learning, achievement orientation, perseverance, teamwork, creativity and leadership behavior, vision, alignment, and execution. This shows that the company is not solely pursuing the achievement of high work productivity but rather the process of achieving it; this is an effort to build a strong culture within the company (Brand et. al., 2021). From the results of the analysis, there is a behavioral and managerial competency gap for prospective project managers. Effective results allow this company to review the problem from various aspects and develop further HR development patterns. Proper HR development and well-organized HR mapping will ensure organizational stability (Yasin, 2017).

The results show that the Board of Directors as a leadership group has a good understanding of the potential problems and HR competencies however the foresight and concern of the Directors for the talent management system are not matched by Human Resource Management. This is indicated by the unavailability of an adequate employee performance appraisal system (Brunetto et. al., 2012).

In the end, the success of an organization is largely determined by the quality of the people who work in it. The human resources division plays an important role in implementing the right talent management strategy so that the competence and potential of the best employees can be used optimally to make a significant contribution to the sustainability of the company. The rapidly changing environment demands that they have adequate abilities, adaptability to change and agility skills to analyze the demands of a rapidly changing organization and prepare appropriate resource management to deal with these conditions (Gallardo-Gallardo et. al., 2017).

This company has the potential to develop well in the future because the leadership has a good concern for the empowerment of its human resources, despite the current results of mapping showing that the leadership's ability to handle technical and non-technical problems is not yet standardized. In addition, the role and function of the HR division is not conducted optimally. For example, there is a development program for prospective project managers that has not been carried out in a systematic and structured manner, resulting in the unavailability of talent. To adapt to changes and demands in the era of globalization, companies are advised to create a blueprint for human resource development that is tailored to business and external conditions for the

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proceeding 5 years. Along with these activities, training accompanied by scheduled and strict mentoring and monitoring needs to be carried out immediately.

## 6. Conclusion

This company has the potential to develop well in the future because the leadership has a good concern for the empowerment of its human resources, despite the current results of mapping showing that the leadership's ability to handle technical and non-technical problems is not yet standardized. In addition, the role and function of the HR division is not conducted optimally, especially in the performance appraisal system and the provision of a systematic and structured and orderly development program for prospective project managers, resulting in the unavailability of an adequate talent management system.

In addition, management has not fully disseminated and directed changes in work targets, particularly in response to a significant change from landed-house products to high rise projects, to ensure that all employees have the ability and readiness to manage high rise building projects.

To overcome these limitations, it is suggested that the role of the Human Resources Division needs to be optimized to develop and prepare future managers and business partners who can initiate and carry out this change process. In addition, leaders should be immediately given briefings and special tasks to quickly adjust the requests or targets set by the government.

### Acknowledgement

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