

**STUDY ANALYSIS OF BUKIT ASAM TALENT MANAGEMENT  
(BATMAN) IN CAREER DEVELOPMENT AND PROMOTION OF  
EMPLOYEE POSITIONS AT PT BUKIT ASAM TBK**

**Hendri Dunan<sup>1</sup>, Maria Angeline<sup>2\*</sup>**

<sup>1,2</sup> Faculty of Economics and Business, Faculty Management, Universitas Bandar Lampung  
E-mail: <sup>1)</sup> [hendri.dunan@ubl.ac.id](mailto:hendri.dunan@ubl.ac.id), <sup>2)</sup> [maria.20011140@student.ubl.ac.id](mailto:maria.20011140@student.ubl.ac.id)

***Abstract***

*This research delves into the critical issue of inadequate career development options aligning with individual employee interests and abilities, thereby impeding the enhancement of organizational capacities. The impediments, including uncertainty, lack of transparency, and limited employee history data, present significant challenges to employee promotion and career progression. To address these challenges, the study aims to comprehensively explore and elucidate the application of talent management in the career development and advancement processes within PT Bukit Asam Tbk. One of the primary objectives is to unravel how talent management strategies can effectively navigate through the complexities posed by uncertainties and limited transparency. The study also aims to shed light on the innovative approach of integrating the Bukit Asam Talent Management (BATMAN) system, a talent management principles-based framework, into the organizational structure. BATMAN is anticipated to serve as a catalyst in overcoming hurdles associated with career development and progression. Employing a descriptive qualitative study design, the researcher systematically investigates the intricate dynamics between PT Bukit Asam Tbk's Integrated Talent Management System (ITMS) framework and the BATMAN process. By analyzing data extracted from the BATMAN system, conducting employee interviews, engaging in observation activities, and consulting other pertinent sources, the study endeavors to provide a comprehensive understanding of the symbiotic relationship between talent management principles and the organizational context at PT Bukit Asam Tbk.*

**Keywords:** Talent, Employment, Advancement

## **1. INTRODUCTION**

Every company or organization must recognize the significance of management as a source of power (Dunan & Arisma, 2023). Employees play a crucial role in the administrative governance and provision of services to the government and society at large. Therefore, they form an important part of the organizational structure (Dunan & Sari, 2023). The management talent is a key mechanism in a company's Human Resource Management (HRM) to develop the careers and promote employees who play vital roles in the company. This is achieved through the identification, development, defense, and composition of employees based on their competencies and abilities to fulfill the company's objectives.

In order to effectively manage its energy resources, PT Bukit Asam Tbk recognizes the significance of management as a source of power. The company understands that employees play a crucial role in the administrative governance and provision of services to the government and society. Therefore, they are considered an important part of the

organizational structure. To develop the careers and promote employees who play vital roles in the company, PT Bukit Asam Tbk utilizes management talent as a key mechanism in its Human Resource Management (HRM). This involves identifying, developing, defending, and composing employees based on their competencies and abilities to fulfill the company's objectives.

In line with its vision to become a world-class energy company that cares for the environment, PT Bukit Asam Tbk has introduced the meaningful slogan "Beyond Coal." This signifies the company's commitment to not solely rely on the coal value chain but also focus on downstream coal business development. This includes the production of end-use energy products and chemical products, which create added value for stakeholders and align with the company's desired performance. By effectively managing its energy resources through the development of the company's capabilities and the performance of its workforce, PT Bukit Asam Tbk is able to enhance its environmental impact. This approach not only delivers positive outcomes for stakeholders but also contributes to the overall success of the company. The challenges faced by PT Bukit Asam in terms of career development options and information gaps have led to a deficiency in aligning employees' aspirations with the organization's growth. This has resulted in a need to effectively manage career development and promote employees to higher positions. To address these issues, this study aims to investigate and clarify how talent management is implemented in the career development and promotion process at PT Bukit Asam Tbk.

The study also aims to optimize the Bukit Asam Talent Management (BATMAN) system, which is based on talent management principles. This system will help effectively manage human resources amidst uncertainties, non-transparency, and limited employee historical data. These factors currently pose obstacles to the career development and promotion process for employees. By conducting this study, PT Bukit Asam can gain insights into how talent management can be utilized to enhance career development and promotion opportunities for its employees. The findings will help the organization identify suitable career paths and areas of focus for development, aligning them with individual interests and talents. This will not only benefit the employees but also contribute to the overall growth and success of the organization.

The study will involve analyzing the current talent management practices at PT Bukit Asam and identifying areas for improvement. It will also explore the challenges faced by employees in terms of career development and promotion. By understanding these challenges, the organization can develop strategies and initiatives to address them effectively. Furthermore, the study will focus on optimizing the BATMAN system to overcome the limitations posed by uncertainties, non-transparency, and limited employee historical data. This will involve enhancing the system's capabilities to provide accurate and up-to-date information on potential career paths and development opportunities. It will also involve implementing measures to ensure transparency and fairness in the career development and promotion process.

Overall, this study aims to provide PT Bukit Asam with valuable insights and recommendations on how to effectively manage career development and promotion. By aligning employees' aspirations with the organization's growth and optimizing the talent management system, the organization can create a conducive environment for employee

growth and development. This, in turn, will contribute to the overall success and sustainability of PT Bukit Asam Tbk.

## 2. LITERATURE REVIEW

### 2.1. Management Talent

According to Oladapo (2014), talent management is a method used by companies to place employees in positions that align with their abilities. This is achieved through the identification, development, defense, and placement of individuals in suitable roles, ultimately leading to positive outcomes in their respective occupations. Sule & Wahyuningtyas (2016) define talent management as a series of actions employed to supervise high-performing employees across all levels of an organization. The main components of talent management include managing performance, learning and evaluating talents, as well as planning career paths, succession, and talent retention. Isanawikrama et al. (2017) emphasize that talent management is a concept that revolves around the processes of planning, recruiting, developing, and retaining existing talent. Sarfraz (2022), drawing on Wayne's perspective, asserts that talent management encompasses the management of the entire workforce, from attracting talented employees to promoting them and identifying successors upon retirement. Furthermore, Best (in Sarfraz (2022)) highlights the crucial role of talent management in bridging the gap between the current talent pool and the skills required to achieve organizational goals. Aunt (2018), referring to Cappelli & Keller's definition, describes talent management as a series of practices designed to attract, distribute, develop, and retain potential individuals, while also managing their careers to meet organizational demands. Lastly, Muriithi & Macau (2017) view talent management as a progressive source of power for individuals to enhance their competitiveness and become a focal point for effective and efficient talent management within organizations.

### 2.2. Career development

According to Dayona & Rinawati (2016) development career is something individual mechanisms continues or continue past exists arrangement designed level formally by the organization or focus from a company for do development human resources to use sufficient need or needs organization.

Development goals career according to Shaputra & Hendriani (2015) is as following :

1. Develop employees so they can promote
2. Disclose potency employee
3. Increase growth
4. Reduce hoarding
5. Fulfil need employee
6. Improve career

Development career defined as activity helpful staffing employee plan future career them in the company so that the company and employees are concerned can develop self optimally, according to Dubrin in, Ramli & Yudhistira (2018) . Hasibuan (2014) state that development career is the transformation that brings employee to more position tall

in organization with more lot's obligations, rights and status. According to Balbed & Sintaasih (2019) companies expect their employees to provide good feedback on how they develop their careers and improve their ability to work. Career development according to Stone Bahri & Nisa (2017) is processes and activities carried out to prepare an employee for a position that will be held in the future in an organization or company.

### **2.3. Position Promotion**

Every employee considers promotions carried out by company or organization management to be important; management even made it an expected goal. (Novriana et al., 2015). Setiawan & Sariyathi (2013) state Company management carries out promotions which are very important for each employee. Company management even makes promotion a desired goal for every employee. According to (Hasibuan, 2014) a promotion is a move from a position to one that has more responsibility and status. While this doesn't always happen, these moves are usually accompanied by an increase in salary or other compensation. Promotion is the process of reassigning an employee to a higher position. Promotion can take the form of an increase from a low position to a higher position, Mangkuprawira (2013) .

According to Hasibuan (2014) Requirements for promotion are as follows :

1. Experience: with more experience, better abilities, better concepts and so on are expected.
2. Education: to be promoted to a certain position, some companies require a minimum level of education because those in higher positions are expected to have better thinking skills.
3. Loyalty: with high loyalty, employees are expected to have more tasks.
4. Responsibility: responsibility is very important for promotion because the company requires a lot of responsibility
5. Job performance: most companies set requirements for performance

The aim of job promotion is to provide recognition, increase motivation, ensure stability and provide opportunities for Rivai employees (2014) .

## **3. RESEARCH METHODS**

This article uses a qualitative descriptive research method and uses a literature review. Data collected from observations of study objects and interviews with employees used a qualitative approach. Approach method qualitative adapt opinion between researcher with results interview one employee as source person. Election method This done Because analysis This No based number as well as researcher more explained related all over the crowd that occurred. The data has been obtained in the mechanism observation as well as interview served in the form of:

### **3.1. Primary Data Source**

Primary data sources are retrieval of the data taken in a way direct from study to source, without exists intermediary whatever through excavation source original to respondents. The data sources for the research are here in PTBA and engineering

employee collection the data in a method in frame obtain the data needed for research. The technique applied to this research, among them that is:

a. Interview

Interview is a technique effective in frame interpret view confidence nor attitude or experience from group or individual certain so that researcher can obtain in information that is not can obtained through source other. As for with do interview to one PTBA employee.

b. Observation

Observation is activity study for do data collection to problem study past observations in the field in a way direct and technical This held through observation or a existing and current phenomena happen. Observation this held so can get aligned data to topic research and have appropriate relevance.

#### 4. RESULTS AND DISCUSSION

##### 4.1. Framework Work Bukit Asam Talent Management (BATMAN)

Bukit Asam Talent Management (BATMAN) is part from the company's Integrated Talent Management System (ITMS) which has a framework that includes Where are the stages of Talent Acquisition, Talent Classification, Talent Development, Talent Mobility and Talent Retention? in every stage the carried out by the Talent Committee as follows figure following this:

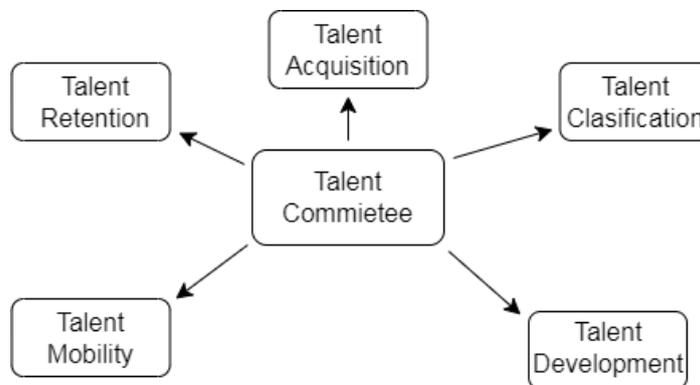


Figure 1. Bukit Asam Talent Management (BATMAN) Framework

Every stage in the Bukit Asam Talent Management framework (BATMAN) can explained as following:

a. Talent Acquisition

It is a process for get candidate best from existing talent for fill in a position/title within companies and companies affiliate through selection to employee on understanding and suitability his behavior to values company (esp integrity). Besides that, selection is also carried out through the Assessment process Performance Work Employees (PPKP), Assessment Employee, Q&A via questionnaire to employees do in a way periodically (monthly, quarterly, semester).

b. Talent Classification

It is a grouping process employee to in class talent (talent potential) which is based on experience, performance, potential as well as other parameters that have been set. Process this is the process of recognizing, differentiating and understanding the talent you have every talent. Talent classification is tool strategic for company in understand, manage and optimize potency employee in a way efficient. Apart from that, talent classification is also involved preparation plan development, management succession and taking decision policy source power man as well as preparation effective team to be able to know talent skills and abilities.

c. Talent Development

Represents activity and initiative company to use support learning and competence customized employees with need organization moment this and that will come as well as aligned with interest and talent employee so that every talent will own clarity for expand expertise and attainment success career employee. Development employee done with give minimum training of 48 hours in 1 year. Besides that, talent development can also be done given in form:

- a) Give chance employee for continue study domestically (famous universities) or studies to overseas
- b) Give training and workshops
- c) Give chance employee attend seminars and become speaker at national events

d. Talent Mobility

It is a purposeful talent mobilization process for development competency (ability, knowledge, skills and attitudes work) talent in the same function or different or at the same level or different for move inside organization, good horizontally (move between company, department or project) or vertical (promotion or not quite enough answer). This matter covers the flexibility and support that talent can provide for explore various role or inside position or outside company (group MIND ID). Talent mobility allows talent to:

- a) Move to more position challenge or in accordance with interest them, so push growth more career good
- b) Move between positions in the company in the MIND ID group (PT Bukit Asam, PT Aneka Tambang, PT Inalum, PT Timah, PT Freeport)
- c) Developing within company for more involved and committed
- d) Improve and expand skills and knowledge they with involved in various project or department

e. Talent Retention

It's a gift award company to employee with talent category to continue motivated for stay with the company. For maintain talent or talent, company has do a number of matter as following:

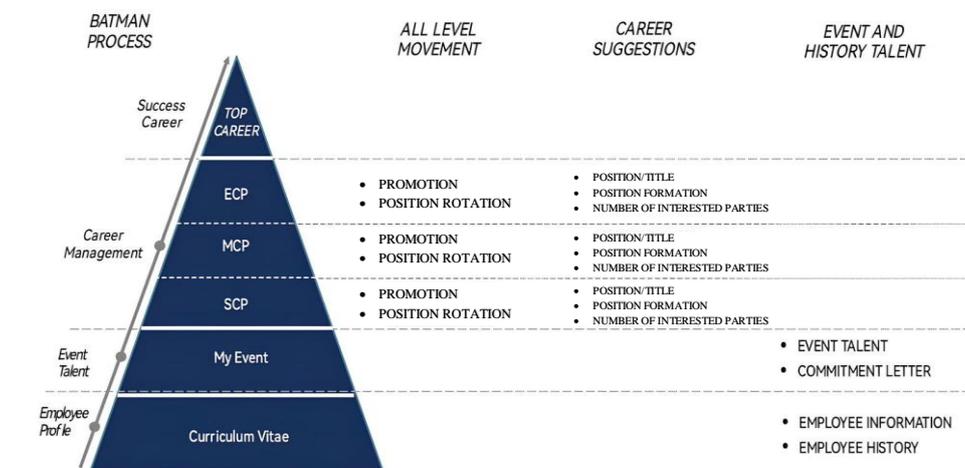
- a) Give chance for employee for develop Skills them and get promoted in company
- b) Competitive salary, bonuses as well incentive other
- c) Atmosphere fun work, solid team as well support from superior
- d) Award on contribution employee in form recognition and appreciation
- e) Offer training, workshops or education advanced for employee
- f) Providing health programs, insurance or support well-being other for employees and their families.

f. Talent Committee

Talent Committee or Committee Talent is a team inside a company that focuses on strategy, development and management talent. Task mainly is identified, develop and plan steps for maintain as well as optimizing talent that exists in the company and ensure that company own talent required, managing journey career employees and ensure employee still involved as well as growing in the company. Committee this consists from various leader or senior manager of various department in company for create policies, development programs as well as manage related strategies with talent or talent within company.

**4.2. Bukit Asam Talent Management (BATMAN) Mechanism**

Employee Career Plan (ECP) is planning career employees created by employees the with guidelines information career provided by PT Bukit Asam. Employee Career Plan (ECP) can be submitted by employees who have selected as talent at the Talent Management Event. Every employee entitled Select 3 positions of interest Good Vertical and Horizontal positions. Management Career Plan (MCP) is a career plan carried out by this manager for his subordinates as the person in charge and also a plan to fill the position of this manager who is his successor or a subordinate position if the position is vacant (can only be done by structural members). Management Career Plan (MCP) only carried out by superiors from employees who will be in the Management Career Plan (MCP). Succession Career Plan (SCP) Line managers can plan candidates for positions or positions below them when the position in question is vacant.



**Figure 2. Governance of Bukit Asam Talent Management (BATMAN)**

**Table 1. Bukit Asam Talent Management (BATMAN) Process Flow**

No	Process Explanation	Employee	Talent Committee	Talent	Data and Information Related
1	Selection employee become a talent				Employee Curriculum Vitae (CV) containing history of education, work, training, awards & recognition, job function, papers & publications, certifications, speaker / interviewer /judge experience, masterpieces, reference, assessment recommendations.
2	Invite and get agreement selected employees as talent for Participate in a talent management program				I: Invitation Letter (for employee)  O: Commitment Letter (for talent committee)
3	<ul style="list-style-type: none"> <li>• Make plan career (ECP) based guide provided by the company</li> <li>• Make plan career subordinate (MCP) as substitute (for official structural)</li> <li>• Make plan career for candidate position or</li> </ul>				I: Career Suggestion (proposal career) in the form of: promotion and or rotation position as well as field, position & level position  I: Information availability formation as well as amount interested in the available positions/positions

No	Process Explanation	Employee	Talent Committee	Talent	Data and Information Related
	lower position when the position concerned blank				
4	<ul style="list-style-type: none"> <li>• Create development programs special for talent</li> <li>• Prepare series of succession processes in charging position blank.</li> </ul>		4		O: Talent Nurture Talent (TNT) program, Talent coaching and mentoring program, Talent Got Talent (TGT) program
5	➤ Execute development programs specific and following all over a series of talent succession processes			5	I: Talent Nurture Talent (TNT) program, Talent coaching and mentoring program, Talent Got Talent (TGT) program
6	Determining the best talent from candidate for fill in vacant/available positions/positions		6		I: Results assessment/evaluation of talent management programs
7	Fill positions/positions according to career plans			7	
				Finish	

Bukit Asam Talent Management (BATMAN) has objective for talent, that is as following:

- a. Give the same opportunity for employee in develop career
- b. Give information about potential and focus development employee
- c. Help employee so they can contribute in a way maximum in the appropriate field aspirations so that can reach career maximum in accordance with development organization
- d. Give alternative development suitable career with interest and talent every employee and at the same time support development ability organization

Emphasis to employees who have not quite enough answer related development career although No part from Human Resources Management (HRM) follow as well as on development career at PT Bukit sour and the staff will get the result. As for some necessary thing noticed by employee is:

- a. Satisfying predictions work
- b. Recognize other parties
- c. Loyal to the moment organize
- d. Sponsorship and mentoring
- e. Acquire motivation subordinates

## **5. CONCLUSION**

In conclusion, the management of talent is not solely focused on recruiting skilled individuals, but also on nurturing, retaining, and effectively utilizing the talent within the organization. Companies that are capable and forward-thinking understand the importance of embracing and harnessing the potential of their employees in order to gain a competitive edge in attracting and retaining the best talent. By providing career development opportunities, employees are more likely to feel satisfied and motivated, knowing that their future growth and success can be achieved within the company. This, in turn, increases the likelihood of them delivering their best performance.

In order to enhance talent management at PT Bukit Asam, it is recommended to focus on specific areas. Primarily, it is important to align the company's strategy with the Corporate Talent Management System. Recognizing employees as the company's main assets is vital, especially considering the increasing competition and challenging business environment. Lastly, the implementation of talent development initiatives should be done in a systematic manner, ensuring a well-structured and enduring framework.

## **REFERENCES**

- Bahri, S., & Nisa, Y. C. (2017). Pengaruh Pengembangan Karir dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan (BPJS Ketenagakerjaan Cabang Belawan). *Jurnal Ilmiah Manajemen & Bisnis*, 18(1), 9–15.
- Balbed, A., & Sintaasih, D. K. (2019). Pengaruh Pengembangan Karir Terhadap Kinerja Karyawan Melalui Pemediasi Motivasi Kerja. *E-Jurnal Manajemen Universitas*

- Udayana, 8(7), :4676-4703.  
<https://doi.org/https://doi.org/10.24843/EJMUNUD.2019.v08.i07.p24>
- Bibi, M. (2018). Impact of Talent Management Practices on Employee Performance. *SEISENSE Journal of Management*, 2(1), 22–32.  
<https://doi.org/10.33215/sjom.v2i1.83>
- Dayona, G., & Rinawati, N. (2016). Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Employee Engagement Di Pt Andalan Finance Indonesia. *Jurnal Indonesia Membangun*, 15(2), 39–61.
- Dunan, H., & Arisma, A. (2023). Pengaruh Kepemimpinan dan Lingkungan Kerja Terhadap Employee engagement Karyawan PTPN VII Kedaton Bandar Lampung. *Jurnal EMT KITA*, 7(2), 538–546.
- Dunan, H., & Sari, S. Y. (2023). Pengaruh Tunjangan Kinerja dan Disiplin Kerja Terhadap Kinerja Pegawai di Kantor Kecamatan Panjang Kota Bandar Lampung. *Jurnal EMT KITA*, 7(2), 530–537. <https://doi.org/10.35870/emt.v7i2.1178>
- Hasibuan, M. (2014). Manajemen Sumber Daya Manusia. In *Bumi Aksara Jakarta*.
- Isanawikrama, Wibowo, F. A., Buana, Y., & Kurniawa. (2017). Analisis Pengaruh Talent Management Terhadap Organizational Performance Dan Dampaknya Pada Employee Retention. *Jurnal Administrasi Dan Kesekretarisan*, 2(2), 150–160.
- Mangkuprawira, S. (2013). *Manajemen Sumber Daya Manusia* (Cetakan Ke). Remaja Rosdakarya.
- Muriithi, F. W., & Makau, M. S. (2017). Talent Management: A Conceptual Framework from Review of Literature and a Research Agenda. *Journal of Human Resource Management*, 5(6), 90. <https://doi.org/10.11648/j.jhrm.20170506.11>
- Novriana, E., Alam, I. A., & Dunan, H. (2015). Pengaruh Lingkungan Kerja, Promosi Jabatan, Dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Pendidikan Provinsi Lampung. *Jurnal Visionist*, 4(2).
- Oladapo, V. (2014). The Impact Of Talent Management On Retention. *Journal of Business Studies Quarterly*, 5(3), 19–36.
- Ramli, A. H., & Yudhistira, R. (2018). Pengaruh Pengembangan Karir terhadap Kinerja Karyawan melalui Komitmen Organisasi pada PT. Infomedia Solusi Humanika di Jakarta. *Prosiding Seminar Nasional Cendekiawan*, 811–816.
- Rivai, V. (2014). *Budaya Organisasi Peningkatan Perusahaan*. PT. Bumi Aksara.
- Sarfraz, H. (2022). Dampak Talent Management terhadap Kinerja: Pengaruh Moderasi Manajemen Karir. *Jurnal Ekonomi Dan Bisnis India*.
- Setiawan, I. W. O., & Sariyathi, N. K. (2013). Pengaruh Kompensasi Finansial, Promosi Jabatan Dan Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Karyawan Pada Parigata Resort And Spa Sanur - Bali. *Jurnal Manajemen*, 786–801.
- Shaputra, A. rahyu, & Hendriani, S. (2015). Pengaruh Kompetensi, Komitmen Dan Pengembangan Karir Terhadap Kinerja Karyawan Pt. Bank Rakyat Indonesia (Persero) Kantor Wilayah Pekanbaru. *Jurnal Tepak Manajemen Bisnis*, 7(1), 1–21.
- Sule, E. T., & Wahyuningtyas, R. (2016). *Manajemen Talenta Terintegrasi*. Penerbit Andi.

### **Copyrights**

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).