JIGE 5 (3) (2024) 2275-2287
JURNAL ILMIAH GLOBAL EDUCATION
ejournal.nusantaraglobal.or.id/index.php/jige
DOI: https://doi.org/10.55681/jige.v5i3.3367

Digital Talent Mapping Based on Digital Knowledge

Raniasari Bimanti Esthi[1*], Indra Setiawan[1], Sinta Sundari Heriyanti[1]
[1] Management Study Program, Pelita Bangsa University, Bekasi, Indonesia
**Corresponding author email: raniasari@pelitabangsa.ac.id*

Article Info

Article history:

Received September 3, 2024
Approved September 20, 2024

Keywords:

Digital knowledge, talent mapping, employee performance, digital talent

ABSTRACT

The study aims (1) to assess the digital knowledge value of BI Department employees using indicator standards, (2) to assess employee performance using KPIs, (3) to map talent pools, and (4) to recommend employee development programs. This research focused on an Indonesian e-commerce company. This research is quantitative and qualitative. Data was analyzed using descriptive statistical analysis and a talent mapping matrix. BI Department competence examination found that all Heads of BI Sub-Departments surpassed corporate criteria, while other workers met business norms. The effective attainment of business objectives using Key Performance Indicators (KPI) by a single member of the BI Department indicates the need for more improvement. An extra eleven workers exceeded expectations. Digital talent mapping for the BI Department highlighted Rising Star, Solid Performer, and Marginal Performer positions. 4. Based on the role in digital talent mapping, employee development might include competence development, objective setting, extra duties, work rotation, superior support, and aligning goals and expectations.

How to cite: Esthi, R. B., Setiawan, I., Heriyanti, S. S. (2024) Digital Talent Mapping Based on Digital Knowledge. *Jurnal Ilmiah Global Education*, *5*(3), 2275-2287. https://doi.org/10.55681/jige.v5i3.3367

INTRODUCTION

In today's competitive market, companies must excel in producing products and services and attracting and retaining qualified personnel. HR is crucial to a company's competitiveness (Doyle et al., 2022). Companies engage in employee development to boost competitiveness yet struggle to recognize and use staff capabilities (Rubalcaba, 2024). Indonesia's growing workforce affects labor rivalry (Figure 1). Indonesia's large population and fourth-place standing bring labor market problems and prospects (Andriani, 2021 Cerya & Sari, 2018).

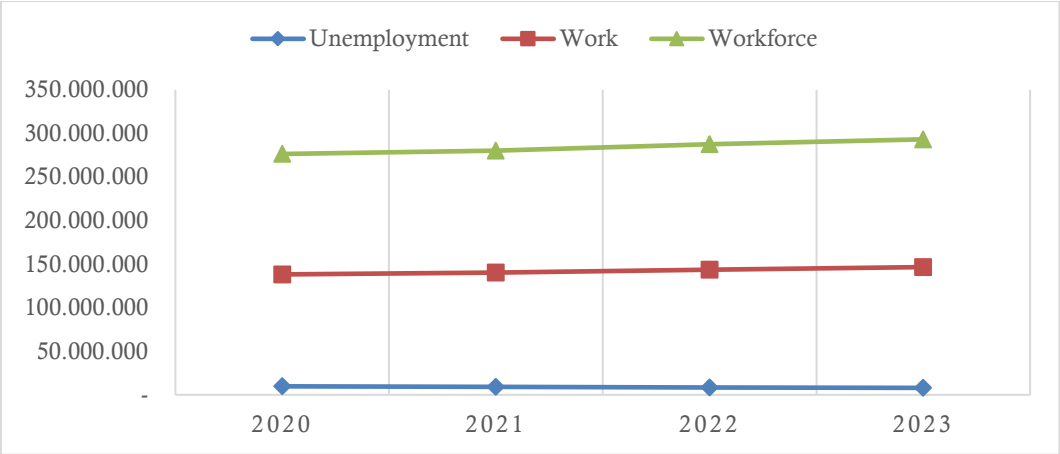

Figure 1. Labor Force 2020-2023

Source: BPS, August 2020-February 2023 (2023)

The growing workforce has certainly increased business awareness of today's management difficulties, notably the continuous talent war phenomena. Organizations are battling to find and keep qualified personnel (Gorokhova & Kakadiy, 2023; Sarangal et al., 2023), creating a competitive climate in which talent management techniques are vital to success (Mahajan & Trivedi, 2022). Despite the significance of people management, many businesses struggle to adapt to changing needs because of the lack of standardized models and dependence on intuitive approaches. (Stuss, 2020). Firms must reevaluate their human management methods to sustain the long-term health and competitiveness of the company.

Talent is a person's intrinsic qualities, skills, and knowledge that help them succeed in an organization. Talent is uncommon and precious and helps an organization achieve its strategic goals (SULTONOV, 2023). Organizational growth and competitive advantage depend on talent recognition and management (Joshi, 2023). Per several research articles, talent mapping entails identifying and analyzing employee talent and potential to meet the organization's strategic goals and future demands. This strategic strategy helps comprehend the talent environment, estimate future personnel requirements, and coordinate talent development programs (Puli & Sagi, 2022 Santoso et al., 2021). Talent mapping helps firms manage human resources, increase performance, and succeed in a changing business environment.

Several studies have stressed talent mapping across sectors. Research in the IT industry highlights competence mapping as crucial for talent evaluation across management levels (Ábrahám et al., 2023). Talent mapping is used in banking and FinTech to identify existing and future talents, focusing on networking, adaptability, and entrepreneurship (Kaur & Singh, 2022). Talent mapping at universities identified student cohorts and proposed a talent management framework for first-year students by examining problem-solving capabilities, demographics, and talent management techniques (Dominic & Kumar, 2021). No prior research has studied talent mapping that identifies and assesses employee performance and digital expertise.

PT. SII is a global e-commerce leader. The firm operates in Indonesia, a promising and competitive market. Based on its vast reach and excellent technology, PT. SII introduces millions of items and services to Indonesian customers daily via e-commerce. PT. SII is the industry leader in Indonesian e-commerce due to its unique marketing methods and robust digital presence. PT. SII also helps small and medium firms and the Indonesian digital economy thrive.

This study examines PT. SII's BI Department, which influences business decisions. Data is analyzed in great depth by the business intelligence team to offer the corporate management crucial business insights. Business intelligence (BI) is a tool that helps firms evaluate customer behavior, market trends, and product performance. Utilizing sophisticated data processing and analytical modeling techniques enables the execution of this task. With business intelligence (BI), companies may improve their marketing, customer experience, and operational efficiency. Company intelligence also helps with the creation of long-term company plans and the invention of new products. Thus, BI staff must comprehend digital skills and expertise to boost operational efficiency and business strategy innovation.

All employees' digital knowledge assessments, including performance and digital knowledge evaluations, may disclose a gap between their current knowledge and what the firm wants. This digital knowledge gap helps the organization discover personnel who require data analysis or digital market understanding training. As a result, individuals with significant gaps in their digital abilities are the primary focus of programs designed to increase their digital skills. This technique allows the organization to direct development resources to individuals in most need, resulting in improved team performance. These initiatives facilitate the improvement of employees' digital competencies, bolster the company's e-commerce leadership, and address their deficiencies in digital expertise.

At HR People Management PT. SII, the People Search Department (Recruitment) utilizes a detailed and quantifiable assessment approach to choose staff development program participants. The system includes individual performance evaluations, digital knowledge quizzes or trials, and management or HR interviews. Digital knowledge tests help determine whether staff qualify for growth programs. This method selects employees for development programs based on needs, performance, digital knowledge, and potential. Through this systematic and objective method, PT. SII may deploy personnel development resources according to its strategic objectives and business demands.

A talent mapping matrix helps firms establish personnel jobs and development plans. The talent mapping grid helps firms assess employee performance, digital expertise, and potential and assign them to relevant roles. A talent mapping grid helps develop employees and boosts corporate growth.

PT. SII's growth program selects individuals based on superior recommendations, work requirements, and employee suggestions. Talent management using a talent mapping matrix simplifies employee jobs and development plans. PT. SII BI Department uses talent mapping to map personnel performance, digital knowledge, and potential according to business demands and the company's growth plan. The BI Department may use talent mapping to determine each person's skills and limitations and appropriate team, project, or task allocation. By identifying digital knowledge gaps, structuring career development, and enhancing HR efficiency and effectiveness in the BI Department, this approach facilitates the achievement of company goals.

Based on the background above, the following is the formulation of the problem in this study: (1) How are the digital knowledge indicator standards used to determine the value of workers' digital knowledge at the BI Department of PT. SII? The BI Department of PT. SII uses key performance indicators (KPIs) to evaluate staff performance. How is this value determined? (3) How is PT. SII's BI Department using talent mapping? (4) What role does each employee play in the BI Department's approach to talent mapping, and how does it relate to employee development?

METHODS

The research location is at PT. SII Department of BI is located in DKI Jakarta Province. The research implementation time is from March to April 2024. This research uses qualitative and quantitative data. Qualitative data includes information about the absence of talent mapping planning at PT. SII, as well as information about digital knowledge indicators and performance assessments. This research places people in talent mapping to help determine employee development initiatives. This research includes digital knowledge ratings and performance evaluations of each employee by PT. SII's BI Department Head or superiors. Digital knowledge tests employ Likert scales. PT. SII BI Department superiors evaluate employee digital knowledge data. Superiors analyze PT. SII BI Department workers' performance using KPIs.

Data was processed and analyzed using descriptive statistical analysis and talent mapping matrices. Employee mapping in the digital talent mapping matrix uses descriptive analysis. Researchers use the mean type of statistics to assess digital knowledge and performance. Researchers use the average to get the average value from the total score of respondents' answers and then compile the data distribution. PT. SII uses KPIs to evaluate performance. Digital knowledge and performance assessments will establish a talent mapping matrix.

RESULTS AND DISCUSSION

Condition of Digital Knowledge Assessment and Performance Assessment at PT. SII

PT. SII has evaluated digital knowledge and performance as one of the indicators in the selection process for promotion or filling vacant positions and employee development. However, the company has not utilized the evaluation for digital talent mapping. PT. SII has various schemes for developing its employees. Therefore, digital talent mapping will make it easier to determine the right employees for the right program so that employee development efforts become more focused. The evaluation of digital knowledge and performance at PT. SII is as follows:

1. Digital Knowledge Assessment

   Digital knowledge includes several skills, capabilities, and perspectives on digital technologies and information systems. Education, business planning, and community involvement need digital knowledge. Digital knowledge engineering becomes crucial to strategy creation as AI grows more flexible. Data-driven procedures and commercial collaborations change industries. To gain these advantages, companies must quickly incorporate digital knowledge into their strategic operations to address data, technology, and information management issues (Vomberg et al., 2024). The PT. SII digital knowledge dictionary classifies digital knowledge into three categories:

   a. Core Knowledge: Knowledge all workers must have to gain a competitive edge and increase customer value.
   b. Managerial Knowledge: The need in a position to accumulate knowledge, motivation, and behavior.
   c. Functional Knowledge: Refers to the need to gather appropriate knowledge for each functional area to carry out duties and responsibilities effectively.

   PT. SII exclusively evaluates workers' digital competence using core and management knowledge. Varied departments have varied management expertise based on their demands. Psychological exams by the HR People Management (HR) department and external

evaluations evaluate digital knowledge. Training needs analysis, promotions, and staff rotations utilize this assessment. Knowledge indicators are updated annually to meet organizational demands. Since PT. SII primarily evaluates core and management knowledge, it does not assess functional expertise on an individual basis. The company conducts a knowledge assessment when implementing an employee development program or during the recruitment process.

2. Performance Evaluation

   Employee performance review and feedback use Key Performance Indicators (KPIs) to evaluate productivity, quality, and timeliness. Performance assessment helps organizations discover strengths and shortcomings, enabling growth and career development (Ramadhan et al. 2024). According to PT. SII performance evaluation rules, this assessment employs KPIs. This performance evaluation has not focused on particular goals, such as work successes, making the outcomes subjective. This performance assessment method helps people advance their careers based on performance. The KPI-based performance assessment indicators are:

   a. Productivity

      Assessment of productivity indicators includes:

      1) Completion Rate: Percentage of activities or projects completed according to goals.
      2) Efficiency: Output per unit of input, such as time or resources.
      3) Task Accuracy: Task completion accuracy, including mistakes and amendments.

   b. Quality

      The quality markers are:

      1) Error Rate: Work process errors include data or delivery issues.
      2) Customer Satisfaction: Feedback, reviews, and surveys measure customer satisfaction.
      3) Defect Rate: The proportion of goods or services with quality issues.

   c. Timeliness

      Examining timeliness involves evaluating indicators such as:

      1) On-time Delivery: Percentage of activities or projects completed on time.
      2) Response time: Time to answer client queries, issues, and requests.
      3) Cycle Time: The overall time to complete a process cycle.

   d. Focus on customers

      In customer focus, indications include:

      1) A number that assesses how likely consumers are to suggest a service.
      2) After one encounter, customer retention is the proportion of consumers that return.
      3) Customer Complaint Resolution: Percentage of complaints addressed within a specific timeframe.

   e. The innovation

      1) New Product Development: The amount of new goods or features introduced in a given timeframe.
      2) Process Improvement Initiatives: Number of work process improvements.
      3) Adoption Rate refers to how quickly users adopt new goods or services.

   f. Develop employees

      1) The proportion of workers who finish the needed training.
      2) Staff skill improvement based on post-training evaluations.
      3) Career advancement: Number of workers promoted or given more duties.

The company evaluates KPI (Key Performance Indicator) performance by scoring it, which provides an overview of how well individuals or teams perform. They use the following categories:

a. >95%
b. 80 - <95%
c. 0 - <80%

Companies may use this categorization to provide individuals and teams with clear, organized feedback and make career development, training, and other choices.

Digital Knowledge Assessment at BI Department at PT. SII

PT. SII separates digital knowledge in the BI (Business Intelligence) Department into Manager and Officer categories. Managers and officers in the BI Department need digital competence to perform their jobs effectively. PT. SII Digital Knowledge Dictionary lists numerous digital skills the BI Department must have to achieve business requirements, as seen in Table 1.

Table 1. Digital Knowledge Standards of BI Department Manager PT. SII

No	Digital Knowledge	Information	Standard
1	*Strategic Thinking*	Ability to create a long-term company-aligned strategy.	3
2	*Decision Making*	Ability to make rapid, precise judgments using facts and information.	3
3	*Leadership*	Lead and motivate teams to meet departmental and corporate objectives.	3
4	*Data Analysis*	Ability to examine data and use the outcomes to make decisions.	4
5	*Problem-Solving*	Ability to detect and solve issues efficiently.	4
6	*Communication*	Communicate clearly and effectively with teams and stakeholders.	4
7	*Project Management*	Ability to design, execute, and manage projects within schedule and financial constraints.	4
8	*Innovation*	Innovative thinking and implementation that boosts department performance.	3
9	*Stakeholder Management*	Develop and maintain effective internal and external stakeholder connections.	3

The essential digital competencies required by officers in the BI Department include data analysis, data visualization, technical proficiency, business acumen, problem-solving abilities, meticulousness, strong communication skills, data management, project management, flexibility, and teamwork. While certain aspects of this digital expertise may overlap with the skills required of a BI Sub-Department Manager, the distinction is in the specific value criteria an organization demands from its personnel. Below is an elucidation and criteria for these digital bodies of knowledge:

Table 2. Digital Knowledge Standards for BI Department Officers at PT. SII

No	Digital Knowledge	Information	Standard
1	*Data Analysis*	The ability to collect, process, and analyze data to find patterns, trends, and insights valuable to the company.	-
2	*Data Visualization*	Data visualization using graphs, dashboards, and reports simplifies complicated information.	3
3	*Technical Skills*	Ability to use SQL, Excel, Power BI, Tableau,	3

No	Digital Knowledge	Information	Standard
		and other analytical tools.	
4	*Business Acumen*	Understanding data in a business context and corporate strategy.	3
5	*Problem-Solving*	Ability to discover, evaluate, and fix data analysis and report issues.	-
6	*Attention to Detail*	Ability to gather, process, and report data accurately and consistently.	3
7	*Communication Skills*	Ability to communicate analysis results and data findings clearly and effectively to the team or management.	-
8	*Data Management*	Data management, storage, and quality assurance for analysis.	3
9	*Project Management*	Planned, managed, and finished data analysis projects on time and budget.	-
10	*Adaptability*	Adaptability to data, tools, and business demands.	3
11	*Collaboration*	Ability to gather data and write reports with teammates and departments.	3

Department managers and officers have digital knowledge sub-indicators. The digital knowledge evaluation questionnaire includes these sub-indicators. Employees' immediate superiors judge digital knowledge. The BI Department Manager evaluates the officer, whereas the Head evaluates the Department Manager. The digital knowledge evaluation form provides sub-indicators for each indicator. A Likert scale (1-5) is used to rate each sub-indicator on employee digital knowledge, with 1 indicating strongly disagree and 5 strongly agree. The digital knowledge indicator evaluation findings are calculated by averaging the sub-indicator values. Additionally, the entire worth of employee digital expertise is calculated by averaging these values, which will serve as the foundation for digital talent mapping.

Department Managers' digital competence is assessed by the Head of the BI Department, their immediate superior. The company's digital knowledge dictionary guides digital knowledge assessment indicators. Business Intelligence Reporting, Data Analytics, Engineering, and Governance are BI departments. Table 3 shows the BI Department Manager and Officer assessments:

Table 3. Digital Knowledge Assessment for Department Managers at BI

Digital Knowledge Indicator	Data Analytics Manager	Data Engineering Manager	Business Intelligence Reporting Manager	Data Governance Manager
Strategic Thinking	4,49	4,70	4,41	4,19
Decision Making	4,83	4,91	4,79	4,78
Leadership	4,60	4,76	4,60	4,95
Data Analysis	4,85	4,89	4,60	4,53
Problem-Solving	4,66	4,79	4,35	4,60
Communication	4,74	4,93	4,68	4,61
Project Management	4,73	4,88	4,79	4,70
Innovation	4,57	4,60	4,49	4,35
Stakeholder Management	4,67	4,80	4,57	4,58
Average digital knowledge score	4,68	4,81	4,59	4,59

The digital knowledge exam for each BI Department Manager indicates that digital knowledge meets organizational criteria.

The digital knowledge evaluation shows that certain workers still fall short of organizational expectations. Digital skills like business acumen surpass expectations. The average employee's digital knowledge evaluation score is over 3, meeting the norms.

Table 4. BI Department Digital Officer Knowledge Assessment

Digital Knowledge Indicator	Data Analytics Officer 1	Data Analytics Officer 2	Data Analytics Officer 3	Data Engineering Officer 1	Data Engineering Officer 2	Data Engineering Officer 3	Business Intelligence Reporting Officer 1	Business Intelligence Reporting Officer 2	Business Intelligence Reporting Officer 1	Data Governance Officer 1	Data Governance Officer 2	Data Governance Officer 3
Data Visualization	3	3	3,96	3,96	2,73	2,90	2,90	2,47	3,97	3,85	2,91	3,74
Technical Skills	3,32	3,32	4,12	4,12	3,62	3,62	3,62	3,62	4,30	3,73	3,60	4,20
Business Acumen	3,80	3,80	4,60	4,60	3,80	3,80	3,80	3,80	4,44	3,80	3,80	3,80
Attention to Detail	3,48	3,48	3,48	3,48	2,94	2,89	2,89	2,90	3,73	3,40	3,02	3,96
Data Management	2,68	2,68	3,14	3,14	2,68	2,78	2,78	2,68	3,48	3,72	2,60	3,54
Adaptability	2,84	3	3,16	3,32	2,86	2,98	2,98	2,83	3,80	3,32	3,46	3,80
Collaboration	2,87	2,84	3,80	3,96	3,48	3,48	3,48	3,48	3,80	3,77	3,56	3,84
Average	3,14	3,16	3,75	3,80	3,16	3,21	3,21	3,11	3,93	3,66	3,14	3,84

Performance Assessment in the BI Department at PT. SII

Superiors evaluate BI Department employees' performance to avoid subjectivity. PT. SII evaluates performance using six KPIs: productivity, quality, timeliness, customer focus, innovation, and staff development. Digital talent mapping uses each BI Department employee's performance evaluation score. Performance reviews at PT. SII is normally done at year's end. This research used a BI Department performance evaluation for personnel mapping. The BI Department Manager's performance evaluation:

Table 5. Department Manager Performance Assessment at BI

Position	Performance Assessment
Data Analytics Manager	91,02
Data Engineering Manager	92,61
Business Intelligence Reporting Manager	92,36
Data Governance Manager	92,07

Each BI Department Manager has performed well for the firm. Officers in each BI Department have performed well, some exceeding business expectations.

Table 6. BI Department Officer Performance Assessment

Position	Performance Assessment
Data Analytics Officer 1	85,40
Data Analytics Officer 2	87,60
Data Analytics Officer 3	87,17
Data Engineering Officer 1	88,00

Position	Performance Assessment
Data Engineering Officer 2	85,64
Data Engineering Officer 3	87,10
Business Intelligence Reporting Officer 1	87,38
Business Intelligence Reporting Officer 2	85,31
Business Intelligence Reporting Officer 3	75,64
Data Governance Officer 1	82,90
Data Governance Officer 2	86,77
Data Governance Officer 3	91,38

Talent Mapping in the BI Department

Employee talent mapping uses a 9-box grid to select roles based on performance and digital knowledge evaluations (PT. SII talent mapping starting in 2023). Mapping helps create a customized personnel development program. Performance evaluations use KPIs and digital knowledge assessments utilizing Likert scale indicators from the PT. SII Digital Knowledge Dictionary. According to employee expertise, a Likert scale of 1 denotes disagreement and 5 suggests agreement. Superiors evaluate subordinates' performance and digital expertise. Managers and personnel in the BI Department were assessed for performance and digital knowledge:

Table 7. BI Department's Performance Assessment and Digital Knowledge Assessment

Position	Performance Assessment	Digital Knowledge Assessment
Data Analytics Manager	91,02	4,68
Data Engineering Manager	92,61	4,81
Business Intelligence Reporting Manager	92,36	4,59
Data Governance Manager	92,07	4,59
Data Analytics Officer 1	85,40	3,14
Data Analytics Officer 2	87,60	3,16
Data Analytics Officer 3	87,17	3,75
Data Engineering Officer 1	88,00	3,80
Data Engineering Officer 2	85,64	3,16
Data Engineering Officer 3	87,10	3,21
Business Intelligence Reporting Officer 1	87,38	3,21
Business Intelligence Reporting Officer 2	85,31	3,11
Business Intelligence Reporting Officer 3	75,64	3,93
Data Governance Officer 1	82,90	3,66
Data Governance Officer 2	86,77	3,14
Data Governance Officer 3	91,38	3,84

Based on the performance and digital knowledge evaluation, a digital talent mapping matrix was created. This matrix has 9 grid boxes for contributor, strong performance, star, acceptable

performer, decent performer, emerging star, low performer, minor performer, and question mark. Figure 4 shows the BI Department's digital talent mapping matrix:

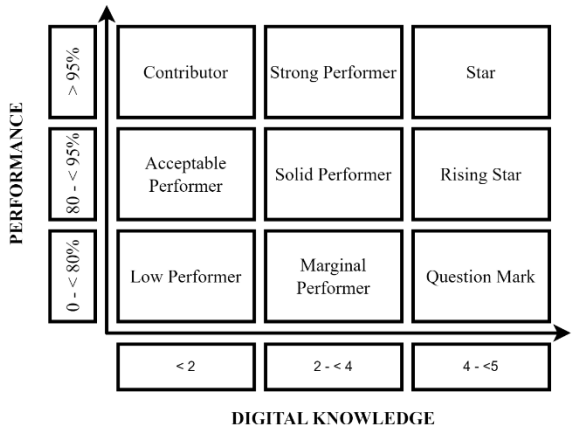

Figure 2. Results of the BI Department's Digital Talent Mapping

According to digital talent mapping (Figure 2), 11 BI Department workers are Solid Performers, 4 are Rising Stars, and 1 are Marginal Performers.

Rising Star. Rising Stars meet organizational goals with their performance and digital skills. They have fulfilled expectations, but they need clearer and more precise goals to improve. Data Analytics, Data Engineering, Business Intelligence Reporting, and Data Governance Managers are Rising Stars. With supervision and clearer objectives, they can grow. Employees in this position may lead the team. Setting clear goals, skills development and training, mentoring and coaching, challenging tasks and projects, regular feedback, clear career plans, increased well-being and motivation, networking and collaboration opportunities, and strategy evaluation and adjustment can improve employee performance.

Solid Performers are employees who can develop their digital skills. They need further practice to strengthen their digital skills. This role employs 11 people: 3 Data Analytics Officers, 3 Data Engineering Officers, 2 Business Intelligence Reporting Officers, and 3 Data Governance Officers. This category's workers typically do their jobs, although they may improve. This position's digital performance and knowledge can be improved by additional responsibilities, job rotation, specialized digital knowledge, strategic projects, constructive and regular feedback, increased collaboration, awards and recognition, promotion or career development, and decision-making.

Marginal performers are workers whose digital performance and expertise fall short of organizational requirements. This group may struggle to reach job goals and need extra help and training. 1 person holds this position: Business Intelligence Reporting Officer. Skills development, coaching, and regular reviews are needed to increase performance and satisfy organizational goals. Options for improving Marginal Performer employees' performance and digital knowledge include intensive training and skills development, structured and measurable tasks, increased support from superiors, more frequent evaluations and monitoring, aligned goals and expectations, team collaboration, and incentives and motivation.

Managerial Implications

This research might help firms map digital abilities at PT. SII departments. Digital talent mapping may help firms choose an employee development program. Digital talent mapping also helps firms find crucial individuals. Digital talent mapping may also guide staff transfers and promotions. In mapping employee digital skills, digital knowledge and performance must be assessed first. The correct employee development depends on the person's place in the digital talent mapping matrix.

Digital talent mapping employee jobs suggests these staff development programs:

Table 8. Recommendations for BI Department Employee Development Based on Digital Talent Mapping

Rising Star	Solid Performer	Marginal Performer
Advanced Digital Knowledge Development, which varies by sector, involves technical, management, and leadership training to increase abilities and expand perspectives.	**Additional Responsibility**: Developing management and leadership abilities via increased responsibility. Leading a small team, managing a project, or making strategic decisions are examples.	**Intensive Training and Skills Development**: Targeting technical and soft skill shortcomings in personnel.
Higher Targets: Setting more hard and ambitious goals to unleash potential. Clearer and more explicit goals can assist improve performance and outcomes.	**Rotating jobs** will provide you with experience in various departments. A wider viewpoint and more diversified digital knowledge may result.	**Increased Support from Superiors**: Strengthening employee-supervisor relationships to guarantee staff get oversight and incentives.
Strategic Project Opportunities: company-changing opportunities. These projects may provide real experience and show skills in more difficult scenarios.	**Particular Digital Knowledge Development**: improving particular digital knowledge domains. This training might encompass technical, managerial, or soft skills related to duties and responsibilities.	**Performance reviews and monitoring** should be done more often to ensure personnel are on track and can make modifications fast.
Additional Responsibility: Developing management and leadership abilities via increased responsibility. Leading a small team, managing a project, or making strategic decisions are examples.	**Involvement in Decision Making**: strategic talks that may help people grasp the company's objectives and get fresh insights for their job.	**Realigning employee objectives with business expectations** helps workers realize what needs to be done.

CONCLUSION

The author concludes from past research and debate that digital talent mapping maps digital talent to place people in a matrix based on performance and digital expertise. This strategy helps firms choose staff development programs. According to this survey, PT. SII BI Department employees: First, the BI Department's digital knowledge evaluation reveals that all Managers surpass business norms, while other workers meet corporate standards. Second, the BI Department's Key Performance Indicators (KPI) show that 1 employee still meets corporate standards, requiring improvement. Other 11 workers perform above corporate norms. Third, BI Department digital talent mapping reveals Rising Star, Solid Performer, and Marginal Performer

positions. Forth, digital talent mapping positions allow for employee growth via digital knowledge, creating objectives, expanding responsibility, job rotation, superior support, and matching goals and expectations.

REFERENCES

Ábrahám, Z., Szőgyényi, D., Eckert, B., & Németh, S. (2023). Mapping problem-solving competencies and talent management strategies for universities. *Higher Education, Skills and Work-Based Learning*, (ahead-of-print).

Andriani, D. (2021). A critical review of the labor competitiveness as human capital in Indonesia. *International Journal of Research in Business and Social Science (2147-4478)*, *10*(5), 52-65.

BPS, 2023. https://www.bps.go.id/id/publication/2023/06/09/5ce5c75f3ffabce2d6423c4a/keadaan-angkatan-kerja-di-indonesia-februari-2023.html

Cerya, E., & Sari, J. M. (2018, July). Labor Competitiveness in Digital Economy: A Systematic Review of College Graduates. In *First Padang International Conference on Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2018)* (pp. 11-21). Atlantis Press.

Dominic, P. L., & Kumar, D. S. P. (2021). An Empirical Study on Talent Landscaping in Information Technology Industry. *International Journal of Information Technology &Amp*, 1-11.

Doyle, S., Grad, T., Nurmohamed, S., & Pai, J. (2022). The Consequences of Competition in Organizations. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 15201). Briarcliff Manor, NY 10510: Academy of Management.

Gorokhova, V., & Kakadiy, I. (2023). The War for Talents as a Competitive Strategy in Modern Organizations. *Bulletin of Science and Practice, 1*, 264–268.

Joshi, M. P. (2023). Talent Management: A Significant Approach to Strategic HRM in the Hotel Industry. In K. Kankaew (Ed.), *Strategic Human Resource Management in the Hospitality Industry: A Digitalized Economic Paradigm* (pp. 193-207). IGI Global.

Kaur, J., & Singh, K. N. (2022). An exploratory study on innovative competency mapping and its relevance for talent management. *Journal of Information and Optimization Sciences*, *43*(7), 1589-1599.

Mahajan, A., & Trivedi, B. (2022). Conquering talent challenges-the Troikaa way. *International Journal of Business and Globalisation*, *31*(1), 78-91.

Puli, J., & Sagi, S. (2022). Competency mapping building a competent workforce through human resource information system. *Journal of Information and Optimization Sciences*, *43*(7), 1885-1899.

Ramadhan, P. S., Nurmaini, E., Lubis, D. M., & Iqbal, M. (2024). Evaluasi Penilaian Kinerja Guru dan Sistem Pembelajaran. *Indo-MathEdu Intellectuals Journal*, *5*(3), 3874-3880.

Rubalcaba, L. (2024). Competitiveness. In International Encyclopedia of Geography (eds D. Richardson, N. Castree, M.F. Goodchild, A. Kobayashi, W. Liu and R.A. Marston).

Santoso, W., Sitorus, P. M., Batunanggar, S., Krisanti, F. T., Anggadwita, G., & Alamsyah, A. (2021). Talent mapping: a strategic approach toward digitalization initiatives in the banking and financial technology (FinTech) industry in Indonesia. *Journal of Science and Technology Policy Management*, *12*(3), 399-420.

Sarangal, R., Kumar, A., Chauhan, P., Dangwal, A., & Mehta, M. (2023). The War for Talent in the Digital World. In M. Gupta, K. Shalender, B. Singla, & N. Singh (Eds.), *Applications of Neuromarketing in the Metaverse* (pp. 182-191). IGI Global.

Stuss, M. M. (2020, February). Talent Management? War for Talents. In *Proceedings of Business and Management Conferences* (No. 10112459). International Institute of Social and Economic Sciences.

SULTONOV, T. (2023). TWO IMPORTANT ASPECTS OF TALENT. *Ижтимоий-Гуманитар Фанларнинг Долзарб Муаммолари / Актуальные Проблемы Социально-Гуманитарных Наук / Actual Problems of Humanities and Social Sciences, 3*(2), 124–132.

Vomberg, A., de Haan, E., Fabian, N. E., & Broekhuizen, T. (2024). Digital knowledge engineering for strategy development. *Journal of Business Research*, 114632.