

The Influence of Talent Acquisition and Talent Pool on the Leadership Readiness Mediated by Perceived Organization Support

Dian Anggraini Puspita Sari, Firson Arya Iskandar, Hari Kusuma Yuda Perwira, and
Nugroho Juli Setiadi

Marketing Management, BINUS Business School Magister Program
Bina Nusantara University, Jakarta, Indonesia 11480

dian.sari005@binus.ac.id ; firson.iskandar@binus.ac.id; hari.perwira@binus.ac.id;
nugroho.setiadi@binus.ac.id

ABSTRACT

Human resource management plays a great role within a company. The main role is to prepare capable and relevant people to run and operate the company's business activities. Gaps that often exist in human resources management and expected leaders in the future trigger a serious problem in the company and may cause momentum loss, so there should be more preparations needed for the regeneration of leaders in the future. This research is conducted to identify the influence of talent acquisition and talent pool on leadership readiness, as well as to examine perceived organization support as a mediation of the relationship between talent acquisition and talent pool on leadership readiness. This study takes the data from 57 branch offices of state-owned insurance companies using stratified sampling. The results showed that talent acquisition had a significant effect on leadership readiness, with a coefficient value of 0.539 and a statistical t-value of 9.926 ($t > \text{critical } 1.96$). The influence of talent pool on leadership readiness produces a coefficient value of 0.566 and a statistical t value of 10.567 which means it has a significant effect. Furthermore, the influence of organizational support on leadership readiness produces a coefficient value of 0.482 and a statistical t value of 8.545 which means it has a significant effect. Meanwhile, perceived organizational support significantly mediates the relationship between talent and talent pool on leadership readiness, with Z values on the Sobel test of 6.77 and 7.931 ($> z \text{ table } 1.960$). These factors can help the company to conduct a mapping to prepare cadres to fill positions as leaders in the future.

Keywords: talent acquisition, talent pool, perceived organization support, leadership readiness

1. INTRODUCTION

Human resource management is critical to accomplishing organizational goals and motivates achieving the expected objectives. Organizational learning focuses on the individuals involved in the company because they are the source of ideas and knowledge. Superior and quality human resources result in the company's good performance. The fulfillment of competent human resources must be managed seriously by selecting the most appropriate talents as the successors in maintaining the company's sustainability in the future.

Currently, millennials have become an inseparable part of the professional world. They are considered to have unique characters because they are the generation closely connected to technology so that they can adopt it faster than the previous ones. In the professional world, the millennial generation has been much ready to face many business challenges before them.

The state-owned insurance company has been experiencing a generation gap, where the recruitments were carried out in 1990 and 2006. This, of course, will have a significant impact on career and recruitment patterns as well as efforts to improve human resource capabilities. It is one of many issues that must be immediately solved to meet the expectations of the Ministry of State-Owned Companies. The generation gap also triggers the gap in the readiness of future leaders, which can lead to business growth stagnation. The absence of an innovative breakthrough in business

development is also caused by the leaders who are still implementing old methods in dealing with new challenges. In the future, leadership readiness is expected not only as a leader who relies on managerial skills, but also requires a balance of roles between strong leadership skills and readiness, and revolutionary leadership.

The company, which is engaged in the social insurance field, has been able to transform well in providing better services to its consumers. However, there must be specific obstacles during the regeneration process. The leadership cadres at the middle level are not yet ready to replace top-level management. For this reason, the companies must be able to measure and define the readiness of top-level management to develop breakthrough ideas within the organization.

In preparing good candidates of leaders, the companies require a talent pool as one of the effective strategies in selecting the most appropriate persons. To choose the employees with superior performance and high competence, they must prepare a talent pool to obtain leadership readiness to manage and lead the company's operational activities. Accordingly, talent management is important to be managed, starting from both junior (for the recruitment process with high capacity) to senior level. To manage the employees as members of the talent pool, the companies must start the program from the recruitment process, training, to the development of each employee in stages gradually and sustainably according to their expertise, competencies, and capabilities.

Eisenberger and Huntington (1986) suggested that perceived organizational support is specific efforts made by the management to appreciate, contribute, and care about the employees' welfare. Human resource sections should be able to perform rewards to such working conditions that have contributed to the perceived support of the company. Through this reward, the employees will have a more positive assessment of the company. The employees commonly say how the company values their contributions is one thing that may boost their working performance. Organizational support is perceived as a deliberate effort to attract, select, develop, and retain the best employees in the most strategic roles. This shows that there is a strong certainty that the company will maintain support for the guaranteed availability of future company leaders.

Based on the previous findings, it can be stated that research related to human resources management has been carried out in various industries, especially related to the influence of talent management practices, perceived organizational support, and employees' retention (Izwar, 2018). This research aims to examine whether talent acquisition and talent pool greatly affect the readiness of future leaders with support from the organization.

2. LITERATUR REVIEW

2.1 Talent Acquisiton

Talent management plays a vital role in human resources management. One of which is during the recruitment of candidates who meet specific criteria set by the company. There is an approach used to effectively orient talented individuals, known as talent acquisition. The main focus of talent acquisition is the development of the fittest talents, especially in the early recruitment stages. According to Collins (2003), getting the best people is a prerequisite to achieving a great organization. Talent acquisition functions importantly within an organization because the wrong choices of talent acquisition will certainly ruin the work environment.

2.2 Talent Pool

The talent pool is a method in the talent management model. It is a part of the development process for future leaders that aims to generate leaders who have superior capacities and capabilities to effectively compete among other potential leaders within the same talent pool or from other companies. Employees with high talent capacities and capabilities are gathered in one place to support the performance of state-owned insurance companies in the short and long term. Based on Joss (2019), a talent pool can be defined as a group of high potential employees as the valuable resources within the company to help achieve organizational goals in the future.

While recruiting potential employees is important in talent management, the talent pool must focus on developing the old employees as part of a talent retention strategy (Makela, 2010), where line managers are assigned to identify and select individuals into the talent pool (Golik and Czikk, 2018). Important employees' perceptions and experiences of talent development practices are likely to influence outcomes (Asplund, 2017) and finally influence the effectiveness of talent programs. The state-owned insurance companies have adopted a policy of 'managing their talents' and hold

strategic analyses of their current human resources recruitment processes. It is expected that talent development will enforce the employees to increase their performance level which can finally improve the company's flexibility, productivity, and profits.

2.3 Perceived Organizational Support

Perceived Organizational Support (POS) is referred to employees' belief that the company supports their work and welfare. The support can be interpreted as a stimulus and perception of organizational support (Eisenberger and Huntington, 1986). Good treatment provided by a company must be able to make its employees believe that the company is positively oriented towards them. Thus, they will assume that the company treats them as "human beings" and feel that they are the agents of the company. The employees tend to associate their actions related to their roles within the company. Supervisors and other top management play vital roles in providing the employees' appreciation, rewards, and sufficient resources (Wayne, 2005).

2.4 Leadership Readiness

Leadership readiness refers to the following situations or conditions: (a) specific efforts to prepare future leaders; (b) exploring and developing leadership talents for the future innovatively; (c) the process of identifying and developing future leadership generations; (d) developing specific skills, abilities, and insights needed by future leaders to ensure future performance, and (e) preparations to become leaders who are ready to face and spend various opportunities. The development of good leadership practices is an important goal for an organization because leadership has crucial roles that determine the success or failure of an organization in achieving business goals. The companies invest their resources to develop the leadership potential of their employees (Levenson, 2009).

2.5 Hypothesis Development

To solve workforce dilemmas, an organization must implement and encourage a learning culture for succession and organizational effectiveness to provide the human resources management with the best talents through the initial recruitment process, where there should be people as the best assets and contribute to the maximum results. Being able to attract, hire, develop and retain the best talents is a key goal of human resources management. The company's readiness to find the best talents through the best recruitment process is included as a strategic planning and development effort, and talent readiness is very important for achieving efficient and effective leadership readiness.

In their research, Kimeu and Zhixia (2018) showed a significant influence between talent acquisitions on leadership readiness. Talent acquisition implies that it has a significant positive effect on leadership. Based on the findings of previous studies and literature reviews from some journals, the authors take the following hypotheses to be tested:

H1: Talent acquisition positively influences leadership readiness;

Talent pool and leadership are human resource management development practices that become the main organizational focus. Talent development (talent pool) focuses on developing employees who are prepared for top-level managerial positions in the organization (Boudreau and Ramstad, 2005). Individual talent development requires prospective leaders who can build optimism in realizing big ideas in a company, so it is necessary to identify high potential candidates through the talent pool program.

Leaders are the main pillars of an organization because they must direct their subordinates to gain competitive advantages. This fundamental understanding of the leader leads to the development of efficient talent channels through the talent pool program. A challenge for an organization is to identify these talented individuals to be placed in top-level positions.

Based on their findings, Mohd and Hammadi (2020) showed that there is a significant influence of the talent pool program on leadership readiness. The talent pool program implies having a positive effect on the leadership. Based on the results of previous research and literature reviews from several journals, the author takes the following hypothesis to be tested:

H2: Talent pool positively influences the leadership readiness;

According to Eisenberger and Huntington (1986), the employees who feel that they are valued and fully supported by the organization will strongly believe in the organizational values. Later, they will do their best to encourage organizational success. When organizational support is high, the employees believe that their organization cares about their well-being and career growth opportunities. POS is considered an important factor to raise a supportive climate and provide sufficient and necessary resources for organizational readiness to fill top managerial levels (Choi et al., 2017).

In his research, Bernarto et. al. (2020) found that there is an influence between perceived organizational support and leadership readiness. Based on the results of previous research and literature reviews from several journals, the author takes the following hypothesis to be tested:

H3: Perceived organizational support positively influences leadership readiness;

Employees have developed a common perception of how their contributions and welfare are appreciated by the organization (Eisenberger and Huntington, 1986). Talent acquisition focuses on developing the fittest talents, especially in the early recruitment stages. The recruitment process is an important element of talent acquisition which usually includes selection, recruitment, and filling of future prospective leaders. The talent pool can affect the employees' perceptions of organizational support because it adopts specific efforts to develop and preserve employees with the best talents (Mellahi and Collings, 2019). In a comparative study, Gelens et al. (2013) concluded that the employees who are decided as high-potential talents perceive more POS than those who are not. Talent development should not only be done through organizational initiative but also by the employees to manage their personal development for future challenges by becoming future leaders. Based on literature reviews from several journals, the author takes the following hypotheses to be tested:

H4: Perceived organizational support positively and significantly mediates the relationship between talent acquisition and leadership readiness;

H5: Perceived organizational support positively and significantly mediates the relationship between talent pool dan leadership readiness;

3. METHODOLOGY

3.1 Element of Research Design

This is quantitative research supported with a survey method. The researcher plans to distribute individual questionnaires to all respondents, and the collected data are then analyzed using descriptive statistical techniques. This research also has multiple path analyses to determine the relationship between the independent and the dependent variables. Based on the latest situation, the research is carried out in an artificial or real environment (non-contrived setting). Also, this research uses a cross-sectional research method.

3.2 Data Collection and Measurement

The data are collected using a questionnaire which must be filled out by all respondents according to their experiences. The questionnaire consists of 27 questions using a 5-point Likert scale. The questionnaires are distributed to the respondents online to simplify the distribution process. The answer to each question or statement has a range from strongly agree to strongly disagree.

The talent acquisition variable uses six questions adapted from Kimeu and Zhixia (2018), Hejase et al. (2016), and Djatmiko et al. (2020). The talent pool variable has eleven questions adapted from Rola and Thomas (2013), Jayaraman (2018), and Kimeu and Zhixia (2018). The perceived organizational support variable uses five questions adapted from Eisenberger and Huntington (1986), and Peter et. al. (2019). Meanwhile, the leadership readiness variable uses five questions adapted from Santoso et. al. (2020).

3.3 Sampling Method and Process

To obtain primary data, a survey method in the form of a questionnaire is applied. The research is conducted at a state-owned insurance company consisting of 1710 employees spread over 57 branch offices. The researcher focuses on the

employees who have been at the managerial level, which consists of managerial staff, namely class IX to XII (1,126 people) and 543 officials coming from class XIII to XXI.

Next, the researcher uses a stratified random sampling technique with slovin's formula on the two managerial level categories. Slovin is a random sampling technique formula to estimate sampling size. Groups IX to XII have 1,126 employees, and 140 employees are taken as samples. Meanwhile, groups XII to XXI have 543 employees, and 103 employees are taken as the samples.

4. DATA ANALYSIS

4.1 Profile of Respondents

Table 1 shows that of the 243 people who have filled out the questionnaire, most are male (61.23%), coming from group IX to XII (43.08%), approximately 41 to 60 years-old age (29.85%), and have a bachelor degree educational level (54.46%).

Tabel 1. *Profile of Respondents*

	Total	Percentage
Gender		
Man	150	61.23%
Woman	93	28.62%
Grade Level		
IX s/d XII	140	43.08%
XIII s/d XXI	103	31.69%
Age		
< 30	96	29.54%
31 s/d 40	50	15.38%
41 s/d 60	97	29.85%
Education		
Senior High School	52	16.00%
Bachelor	177	54.46%
Master	14	4.31%

4.2 Descriptive Table

The descriptive statistical analysis aims to analyze the data by describing the data that have been collected using the average, minimum, maximum, and standard deviation values (Ghozali, 2009). The descriptive statistical analysis can be seen in Table 2 below

Table 2. *Output SPSS Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
X1. Talent Acquisition	243	2.83	5.00	4.39	0.53
X2. Talent Pool	243	1.18	5.00	4.34	0.60
Y. Perceived Organization Support	243	1.60	5.00	4.30	0.65
Z. Leadership Readiness	243	1.00	5.00	4.33	0.67
Valid N (listwise)	243				

Based on the results of the descriptive statistical analysis, there are four research variables with a total of 243 samples. The research variable has an average value higher than 4.20 (from the interval 4.20 – 5.00), which means that the respondents have rated the four variables in the very good category. This shows that Talent Acquisition, Talent Pool, Perceived Organization Support, and Leadership Readiness are considered to have been carried out very well.

4.3 Construct Validity Test and Reliability Test

The construct validity test is required to perform that all the instruments used are valid. The reliability test uses Cronbach alpha (α) with the condition that it is declared reliable if it generates a Cronbach's alpha value higher than 0.60 (Ghozali, 2009).

The construct validity test results demonstrate that all instruments are valid, with KMO and Bartlett's Test values greater than 0.6 and a significance value (sig.) less than 0.05. The factor loading value is more than 0.5, indicating that the instruments have a high correlation with the measured variables. Therefore, stating that all the instruments employed in the research are valid. All variables used are also reliable as there are no missing values, and each variable has a Cronbach's alpha value of more than 0.60

4.4 Path Analysis

To answer and test the proposed research hypotheses, path analysis will be used and carried out on each hypothesis. This path analysis is using IBM SPSS 25.0 software with simple linear regression.

The analysis using IBM SPSS 25 shows the following results.

Table 3. Summary of hypotheses testing

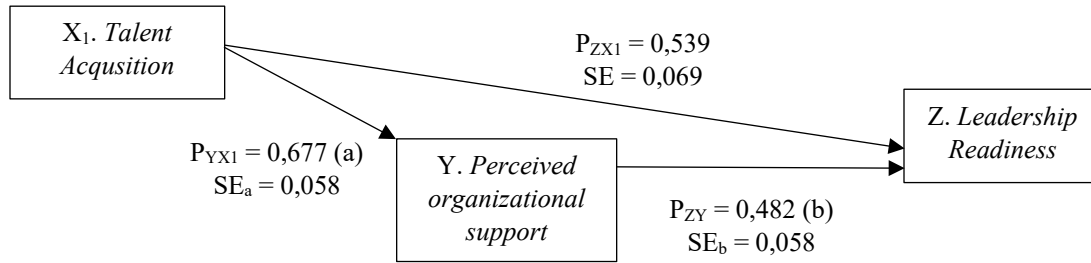
Hypothesized Path	B	Std. Error	Standardized Coefficients Beta	t	Sig	R Square	Result
H1: Talent Acquisition to <i>Leadership Readiness</i>	0.681	0.069	0.539	9.926	0	0.29	Supported
H2: Talent Pool to <i>Leadership Readiness</i>	0.631	0.059	0.566	10.657	0	0.321	Supported
H3: Perceived Organization Support to <i>Leadership Readiness</i>	0.496	0.058	0.482	8.545	0	0.233	Supported

Based on the output table above, the equation for the path of Leadership Readiness = 0,539 X₁ + 0,710 is obtained. Then, based on the results of the t-test, the t-count value is 9.926 which is higher than the t-table (1.960) or the Sig value is lower than 0.05, so H₀ is rejected and H_a is accepted. It means that first hypotheses, talent acquisition has been shown to have a significant positive effect on leadership readiness. The magnitude of the influence of Talent acquisition on leadership readiness is indicated by the R² value of 29.0%.

Based on the output table above, the equation for the path of Leadership Readiness = 0,566 X₂ + 0,680 is obtained. Then, based on the results of the t-test, the t-count value is 10.657 which is higher than the t-table (1.960) or the Sig value is lower than 0.05, which means that H₀ is rejected and H_a is accepted. This shows that second hypotheses, the talent pool has a significant positive effect on leadership readiness. The magnitude of the influence of the Talent pool on leadership readiness is indicated by the R² value of 32.0%.

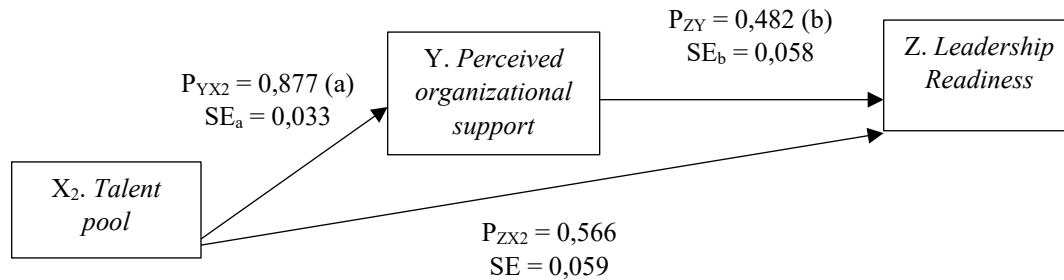
Based on the output table above, the equation for the path of Leadership Readiness = 0.482 Y + 0.767 is obtained. Then, based on the results of the t-test, the t-count value is 8.545 which is higher than the t-table (1.960) or the Sig value is lower than 0.05, thus H₀ is rejected and H_a is accepted. It means that third hypotheses, perceived organization support is proven to have a significant positive relationship to leadership readiness. The magnitude of the influence given by Perceived organization support on leadership readiness is indicated by the R² value, which is 23.3%.

To answer and test the fourth hypotheses, mediation analysis is used by forming a complete model as follows:



The perceived organizational support as a mediating variable between talent acquisition and leadership readiness is tested carried out using the Sobel Test. The Z value in the Sobel test above is 6.770 which is higher than the z table value (1.960), thus H_0 is rejected and H_a is accepted. It means that perceived organizational support has a significant positive effect in mediating the relationship between talent acquisition and leadership readiness.

To answer and test the fifth hypotheses, mediation analysis is used by forming a complete model as follows:



The perceived organizational support as a mediating variable between the talent pool and leadership readiness is tested using the Sobel Test. The Z value in the Sobel test above is 7.931 which is higher than the z table value (1.960), thus H_0 is rejected and H_a is accepted. It means that perceived organizational support has a significant positive effect on mediating the relationship between talent pool and leadership readiness.

Table 4. Summary of hypotheses testing for mediating

Hypothesized Path	Z Value	Result
H4: Perceived organizational support mediates Talent Acquisition to Leadership Readiness	6.77	Supported
H5: Perceived organizational support mediates Talent Pool to Leadership Readiness	7.931	Supported

5. Discussion

Talent acquisition, which starts with the recruitment and selection process of employees by identifying the best talents, is a key to generating quality leaders. As a result, having a characteristic recruitment arrangement is important to effectively and the best candidates in filling top-level management positions (Collins, 2003). Selecting the wrong candidates or firing the proper ones may be a huge mistake for the organization. Also, the recruitment practices must be done effectively and efficiently in attracting the best workforces to prepare the best cadres of future leaders. The Indonesian insurance service industry has also applied the same ways. The recruitment process carried out by the state-owned insurance companies is assisted by third parties in setting the required personal standards. It is certainly the first step to establishing the foundation for the company. The standard application is not only oriented to the academic values of the recruited candidates but also the personal aspects. The mapping aims to prepare the candidates for the long term to all out positions as prospective leaders in the future

From the research test results, the talent pool also has significant impacts on the readiness of future leaders. Besides, talent identification and development enable organizations to identify the fittest employees to place specific positions in the future. The methodology emphasizes the creation of a talent pool that has a high initiative capacity (Baheshtiffar, 2011). Highly qualified and skilled employees will be selected and placed into the talent development center program. The grouping of potential employees into the talent pool provides an opportunity for the company to prepare prospective future leaders. In the end, the company can easily view and assess the progress and availability of vacant positions.

Next is Perceived Organizational Support (POS), which also greatly influences the readiness of future leaders. POS denotes how far employees feel that their contributions, welfare, and career are valued by the organization (Wayne and Concelman, 2005). Stronger support from the company is very crucial in providing opportunities for all potential employees. The Ministry of State-Owned Companies actively participate in providing the best chances for the best cadres to perform their capacity for cross-institutional careers. It shows that the company can consistently play an active role in providing and delivering support to its employees to generate high-ability persons to become high-quality leaders in the future. With support from the ministries, the companies can develop new programs with the same goals.

In this research, POS is proven to be able to develop a view of how organizations can appreciate contributions and care about the employees' welfare. Every organization should focus more on finding, developing, and retaining the most talented people in that team. Talent acquisition as an approach to effectively orient talented individuals can be more optimal when the employees perceive the organization as supportive both in the orientation and in developmental processes (Collins, 2003). The recruitment stage carried out by state-owned insurance companies is assisted by third parties. The companies strictly supervise the recruitment process according to the required personal standards. The mediating role of perceived organizational support tends to make the talents get prepared better to become future leaders.

The same thing also applies to the talent pool of an organization. The talent pool allocates the right individuals in the right jobs, and it will be a special organizational advantage if the individuals perceive that the organization is fully supportive of their activities. The company's treatment given to the employees will be considered as a stimulus that is organized and interpreted as perceived organizational support (Eisenberger and Huntington, 1986). Educational and training programs carried out by the companies must be able to optimize the employees' competencies if they are responded to appropriately. Such programs can make the employees get prepared while carrying out their responsibilities as leaders in the future.

5.1 Limitation and Recommendation for Further Research

This research has several limitations, one of which is that the research subjects used are state-owned insurance companies. The state-owned insurance companies have experienced a gap generation condition, where there is a gap in the employee recruitment process, where the last recruitment was carried out in 1990, while the latest one was in 2006. The research discussions can be applied or expanded in companies in other sectors, given the importance of superior and quality human resource management. The criteria for superior and quality human resources will be different according to the needs and challenges of an organization. Therefore, these research findings, especially across state-owned companies, can help to manage human resource management much better from time to time.

6. Conclusion

Talent acquisition can have a significant positive influence on leadership readiness through the recruitment and selection process for the employees by identifying the best talents to raise quality leadership. Furthermore, the talent pool can have a significant positive influence on leadership readiness, by using the talent development center program. It is expected that employees with high qualifications and skills can be selected and included in the program to sustain stronger leadership in state-owned insurance companies.

Perceived organization support has a significant and positive relationship to leadership readiness. It means that the full support of state-owned insurance companies has a significant contribution in providing opportunities for all potential employees. Furthermore, perceived organizational support can significantly and positively mediate the relationship between talent acquisition and leadership readiness, with support from the Ministry of State-Owned

Companies, which actively participates in providing opportunities for the best cadres to perform their best capacity across institutions.

Perceived organizational support has been shown to have a significant positive influence in mediating the relationship between the talent pool and leadership readiness. The mapping aims to prepare the best cadres for the long-term programs and provide space to fill future leadership positions.

7. Managerial Implications

As one of the companies that apply the factors in this research, state-owned insurance companies uses third party experts by determining certain personal standards. In this case, the standard application is not only oriented to the academic values of the recruiting candidates, but also to the personal orientation of each candidate. Mapping will be carried out to properly prepare talents, as well as provide space to fill positions as leaders in the future. This can be applied by companies as the application of talent acquisition and talent pool to prepare future leaders. Perceived organization support can be formed through company support as is the case in state-owned insurance companies case, the ministry has fully supported with the sequences rules which person could be engaged with the organization.

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Biography

Dian Angraini Puspita Sari is currently a master's degree student at Bina Nusantara University. She has been actively working for a state-owned insurance company since 2016 and now as Secretary Corporate

Firson Arya Iskandar is currently a master's degree student at Bina Nusantara University. He has been actively working for a state-owned insurance company since 2007 and now as Services Management Sub Dept Head in the Service and Marketing Division.

Hari Kusuma Yuda Perwira is currently a master's degree student at Bina Nusantara University. He has been actively working for a state-owned insurance company since July 2006 and now as Branch Manager.

Nugroho J. Setiadi has over 20 years of active teaching, consultancy, and research experience in the fields of Human Resources Management, Organizational Behavior, Consumer Behavior, Leadership, and Quantitative Research Methods