TAUJIHAT: Jurnal Bimbingan Konseling Islam
Vol 6, No 1, (2025): 29 – 44. Doi: 10.21093/tj.v6i1.10528
ISSN: 2723 – 3685 (Print) / 2723 – 276X (Online)
https://journal.uinsi.ac.id/index.php/TAUJIHAT

Potential Review Assessment with 9 Box Model for Talent Management of State-Owned Company Employee

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Abstract

The individual potential review assessment is carried out on the basis of a comprehensive evaluation that aims to provide an in-depth picture of the current performance and future potential of an individual employee with the position of Industrial Relations Staff at State-Owned Company X. In addition, through this process, the organization can identify strengths, development areas, and the readiness of employees to take on more strategic roles. Data collection was carried out through several methods, namely psychological measurement, using standardized psychometric test tools to assess cognitive, personality, and behavioural competencies; interviews, to explore employees' motivations, career aspirations, and readiness for new challenges; as well as performance assessment data, as objective comparison material from the results of the evaluation of direct superiors. Based on the results of the analysis, the subjects showed performance that was included in the "High" category, namely consistently achieving targets, having a deep understanding of technical tasks, contributing positively to the team, and having potential in the "High" category, namely having strong analytical skills, adapting to change, and showing a leadership presence that could be further developed. The results of the assessment placed the subject in the "High Potentials" quadrant on the 9 Box Model, indicating that he was one of the potential cadres who should be prepared for higher career paths, especially in the Industrial Relations division. Organizations can use these findings to include subjects in talent pools or candidate lists for succession planning, design development programs, such as job rotation, mentorship, or leadership development programs, and strengthen retention strategies by providing clear career paths and growth opportunities within State-Owned Company X.

Keywords: 9 box model, individual assessment, potential review, talent management

INTRODUCTION

The main component of an organization is the Human Resources (HR) that works in it (Daft, 2013). Today's organizational leaders have understood that one of the drivers of organizational success is having talented employees (Pulakos & Kantrowitz, 2016). Talent is defined as a concept related to the existence of superior potential in employees, which includes various aspects such as competence, knowledge, abilities, and commitments that can encourage employees to achieve optimal performance (Tetik, 2017). Armstrong and Taylor (2023) said that talent is a factor that needs to be possessed by every employee to support the implementation of tasks according to the position he or she holds; when a set of talents is available in an organization, this is called a talent pool.

According to Pella and Inayati (2011), the knowledge of the strength of the employee is valuable capital to create opportunities to develop leadership and succession planning. Therefore, to know the strengths of employees, organizations need to carry out talent management, which is a series of strategic processes that include the structured identification of critical positions in the organization that affect sustainable competitive advantage and the development of a talented talent pool consisting of high-performing and high-potential individuals (Collings & Mellahi, 2009). According to Berger and Berger (2004), talent management pays attention to the assessment of two main aspects, namely potential and performance.

Lee (2018) explained that in the implementation of talent management, organizations need to use the talent measurement methodology to determine employee potential, competencies that need to be possessed or improved, and the contribution that employees can make in the long term. This research uses the talent measurement model developed by Rothwell (2016), namely the 9 Box Model. According to Yurchenko (2023), the way to describe employee performance and

potential in the 9 Box Model is to place it on the grid, which has the advantage of helping the HR division and direct supervisors in making decisions related to talent mapping. Placement on the grid indicates the actions that management must take on each employee.

Furthermore, to see the employee's talents as a whole and project their future in the organization, it is necessary to conduct a potential review (Jooss et al., 2021). There are many ways to conduct a potential review, such as individual assessments, 360-degree assessments, assessment centre programs, and other methods (Silzer & Dowell, 2009). This study uses individual assessments in conducting potential reviews because individual assessments can be a central function in HR management and are believed to make a significant contribution to improving organizational effectiveness (Silzer & Jeanneret, 2011). Prien et al. (2003) said that individual assessments are able to produce a match between the individual and his work.

After conducting a potential review assessment, it is necessary to carry out organizational development interventions aimed at helping the organization improve its performance and effectiveness (Cummings & Worley, 2024). Intervention in assessment results can be in the form of providing career counselling as feedback. This feedback is useful for employees to help them develop a self-development plan program that fits the needs of the organization (Pau & Syarifah, 2023). Based on the above explanation, the researcher is interested in conducting a potential review assessment in one of the State-Owned Companies that has implemented talent management, namely the State-Owned Company X. The results of the potential review assessment in this study will decide whether the subject can be said to be a cadre who has the potential to be included in the talent pool to occupy the position of Industrial Relations Staff, the possibility of being given more responsibility by the boss, or needs other development advice.

RESEARCH METHODS

Approaches and Types of Research

This research is included in descriptive qualitative research, which is a type of research where qualitative data is described descriptively (Rendianto et al., 2022). This method aims to describe the results of implementing talent management in an organization using the 9 Box Model approach.

Research Subject

The subject in this study is a 24-year-old woman with a recent educational background in Bachelor Degree of Law. The subject has worked at State-Owned Company X for approximately one year in the position of Industrial Relations Staff. Industrial Relations Staff has a description of duties, including: 1) drafting and reviewing regulations or decrees on manpower based on laws, applicable labour regulations or company regulations; 2) carrying out the process of preparation, negotiation and post-negotiation of the bipartite LKS in drafting the Collective Labor Agreement (PKB); 3) handling industrial relations disputes (disputes of rights, interests and layoffs) on a bipartite and tripartite basis, so as to find solutions to these disputes; 4) dealing with labour problems and violations of employee discipline so that solutions to labour problems and violations of employee discipline can be obtained.

Data Collection Process

Based on the description of the tasks obtained, the researcher made a protocol assessment to determine the predictors to be used. Next, the researcher determines the criteria (conceptual and actual) for the position of Industrial Relations Staff. These criteria include core criteria and supporting criteria that are complementary and complemented by a minimum level of achievement that must be met. The core criteria serve

as an absolute prerequisite where the inability to meet them will have the potential to cause performance failure in carrying out the main duties of the position. The researcher conducted a discussion with a Subject Matter Expert (SME) to determine minimum standards, core criteria and supporting criteria. The results of the standard-setting agreement can be seen in Table 1.

Table 1
Criteria for Industrial Relations Staff Position

Criterion	Definition	Level				
		1	2	3	4	5
Analitical Thinking	The ability to understand a situation by breaking it down into more detailed parts (factors) or observing the situation step by step based on experience.		√			
Self Control	The ability to control oneself so as to prevent negative actions in times of trial, especially in the face of challenges or rejection from others or when working under pressure.		√			
Concern for Order	The drive in a person to ensure/reduce uncertainty is especially related to the assignment, quality and accuracy/accuracy of data and information in the workplace.		√			
Ability to Learn and Follow Procedure*	Ability to learn and apply the set of stages, rules, and instructions needed to be able to complete a variety of specific tasks, responsibilities, and roles.			√		
Teamwork and Synergy*	The ability to work together to achieve company goals through synergy based on the principles of mutual trust and knowledge sharing.			√		
Interpersonal Understanding	The ability to understand things that are not expressed in words can mean understanding the feelings, desires, or thoughts of others.		√			

Criterion	Definition	Level				
		1	2	3	4	5
Relationship Building	The magnitude of the effort to establish and foster social relationships or social relations networks to keep warm and familiar.		√			

Information:
The sign (*) is the core criterion for the Industrial Relations staff position; sign (√) is the minimum level in the position of Industrial Relations staff. The definition of criteria is obtained from the competency dictionary of State-Owned Company X.

Research Instruments

The data collection method in this study uses psychological test measurements, including 1) IST (Intelligence Structure Test), which aims to describe an individual's intellectual potential (Suryani, 2018); 2) Papi Kostick, which is related to the scope of personality aspects of individuals relevant to the workplace (Wilbers, 2015); 3) DISC, which aims to measure how individuals behave, talk to others, cope with stress, and work together in a group. DISC is divided into four types, namely dominance, influence, steadiness, and compliance (Nurochim et al., 2022); 4) Interviews with the Behavioral Event Interview (BEI) approach, which aims to find out how individuals act when facing various critical situations (Dias & Aylmer, 2019). The determination of this assessment instrument has been adjusted to the psychological aspects listed in Table 1. Furthermore, the identification matrix related to the data collection method can be seen in Table 2.

Table 2
Data Collection Method Matrix

Criterion	Predictor			
	IST	Papi Kostick	DISC	BEI
Analitical Thinking	√			√
Self Control		√		√
Concern for Order		√		√
Ability to Learn and Follow Procedure*		√		√

Teamwork and Synergy*	√	√	√
Interpersonal Understanding	√		√
Relationship Building	√		√

Information:
The sign (*) is the core criterion for the position of Industrial Relations staff.

Data Analysis

In this study, the illustrative method is used as an analysis technique. This method manages data based on the theory used (Franklin & Taylor, 2022). The form of variation used from this analysis technique is case clarification, which is a methodological approach that can be carried out by applying certain theoretical models to obtain a more comprehensive understanding and clarify and verify a special case or unique situation (Pranoto & Kurniawan, 2023).

In this study, the assessment of the potential of the subject was obtained from the results of psychological tests. Meanwhile, performance assessment is taken from the subject's Final Performance Assessment. The assessment categories in this State-Owned Company X include: category D or "less" with a value range of ≤2.8; category C or "medium" with a value range of >2.8-3.2; category B or "good" with a value range of >3.2-3.6; and category A or "excellent" with a value range of >3.6-4.0. Furthermore, the subject's Final Performance Assessment value of the company is included or condensed into the range of values for talent mapping. The "low" category with a value range of 0-3.19; the "medium" category with a value range of ≥3.20-3.50; and the "high" category with a value range of ≥3.51-4.00.

RESEARCH RESULTS

Based on a series of psychological examinations that have been carried out, the results of a potential review assessment of the subject

in the position of Industrial Relations Staff were obtained with the following findings:

Table 3.
Matrix of Potential Review Assessment Results

Criterion	Predictor				Grey Area	Final Assessment
	IST	Papi Kostick	DISC	BEI		
Analitical Thinking	√		Assessor	√	2	2
Self Control		√		√	2	3
Concern for Order		√		√	2	2
*Ability to Learn and Follow Procedure**		√		√	3	3
*Teamwork and Synergy**		√		√	3	3
Interpersonal Understanding		√		√	2	2
Relationship Building		√		√	2	2

Information:
The sign (*) is the core criterion for the position of Industrial Relations staff.

Based on table 3. above shows that the results of the subject's potential meet the grey area (minimum standard) in all criteria or psychological aspects that have been set, namely analytical thinking, self control, concern for order, ability to learn and follow procedure, teamwork and synergy, interpersonal understanding, and relationship building. The total IQ test results of the subjects from IST were 108 with several aspects measured indicating that the subject's level of intelligence was in the average category. In general, it has quite optimal potential to think regularly and logically. The subject is quite able to analyze the problem into parts so that it can be arranged based on the order of urgency and its solution.

The results of the Papi Kostick test are related to the work of their duties or their work attitude; the subject tends to be a loyal follower of the company and has a high level of regularity. This indicates that the

subject needs clear instructions when performing his or her job duties. He seems quite capable of doing his work based on the policies or procedures that have been in place in the company and the government. In addition, he is encouraged to show his attention to the clarity of the task and monitor the quality of work from other people or his supervisor.

Furthermore, based on the results of the DISC test show that the subject dominates the aspects of compliance and influence, which is categorized as an assessor. Subjects are able to develop new relationships easily when desired, as well as display an attitude of caring and friendliness. In addition, the subject also tends to have a balanced approach to emotions so that he is able to control himself and be calm when faced with a position of pressure or rejection. The interviews that have been conducted also show that as a member of the work team, the subject is quite capable of working together, respecting the input of other colleagues to make the best decision for the team. This is also supported by social interaction that the subject carries out flexibly and pleasantly, as well as understanding the meaning of other people's verbal messages and emotions, even though he tends to want to gain acceptance from his social environment.

After getting the results of a psychological examination to get an assessment of the potential aspect, another aspect must be obtained, namely the subject's performance assessment. Based on the results of the interview with the subject's superior, namely the Head of the Industrial Relations Division, it was said that the results of the Final Performance Assessment of the subject were in category A or "very good". From this assessment, the final assessment result of the subject is "high". Then, the results of the two aspects of measurement, namely the aspects of potential and performance, are entered into the 9 Box Model tool, which then shows the results that the subject is included in the category of "high potentials" and can also be seen in figure 1.

Figure 1
Results of 9 Subject Model Boxes in the position of Industrial Relations Staff

INDIVIDUAL DEVELOPMENT POSITION				
Potential	**High**	**1C** ***Mavericks***	**1B**	**1A** ***High Potentials***
	Medium	**2C** ***Newly hired or promoted***	**2B** ***Solid Performers***	**2A**
	Low	**3C** ***Deadwood***	**3B**	**3A** ***Cash Cows***
		Low	**Medium**	**High**
Performance				

DISCUSSION

Based on the results of the implementation of talent management using 9 Box Models, the subject's performance value was obtained at the "high" level, and the results of the potential assessment were obtained that the subject was included at the "high" level. Martin (2015) states that the 9 Box Model can effectively pinpoint individuals who will be the best successors in the organization. The best successor in this regard can be identified in employees with high performance and also high potential. The results of the individual potential review assessment show that there is a match between the potential possessed by the subject and the needs or demands of the job to become an Industrial Relations Staff. According to Ardhi and Darusmin (2020), the degree of suitability between knowledge, abilities, and skills with job demands will be positively correlated with the predicted level of employee performance. This is supported by Peng and Mao (2015) opinion that employees with person-job fit tend to have better work habits, experience less work stress, and are more likely to receive praise and recognition from their supervisor.

The follow-up to the results of this potential review assessment is by providing feedback in the form of career counselling to related parties, namely, employee subjects and the Head of the Industrial Relations Division, who have knowledge and understanding of the subject's attitudes, behaviours, and abilities in the workplace. According to Hays (2013), the provision of career counselling aims to meet the needs of employees so that they can become more independent and flexible in self-development. Providing career counselling can also help employees find out the results of evaluations that have been carried out with their superiors in determining what development steps employees need to take (Widnyanadita & Syarifah, 2023). The provision of career counselling must be two-way in order to build positive communication between individuals and counsellors (Baruch et al., 2004).

Employee development suggestions can refer to the results of the 9 Box Model, such as being given greater challenges, being given tasks in the form of "start-ups" or "turnarounds", encouraging mentoring, and providing a better development experience. According to Purbasari dan Syarifah (2023), the results of the 9 Box Model can be the basis for creating strategies to develop and retain every talented employee in the company or organization effectively. Skill development, career development, interpersonal skills, or other areas can be areas of individual development (Wilson, 2004).

Some of the limitations encountered during the assessment process include: 1) some predictors are more appropriate to be used to measure several aspects, but they are not given during the assessment due to existing time limitations; 2) feedback is only given to the subject and the subject's direct supervisor; 3) The researcher only assesses one subject because in the department there are only two employees, namely the subject as a staff, and his direct supervisor. The recommendation for the next researcher is that in the future, potential review assessments

can be carried out based on 9 Box Model with components or aspects of competence and performance.

Competency aspects can be measured using tools, such as work samples, situational judgement tests, roleplay, in-tray, and so on so that they can produce more diverse, up-to-date and useful research outputs for the industrial world in the future. Ideally, the provision of feedback on the results of the assessment can be given to the HR party or division related to the career development function or who collects employee data, including assessment data. Therefore, in the future, the organization needs to conduct an assessment of a department that has several staff as qualified candidates so that the implementation of the use of the 9 Box Model in the organization can be more visible.

CONCLUSION

The conclusion that can be drawn from the potential review assessment, namely the assessment that has been carried out, shows the results that the subject's potential to work can appear optimally in the position he currently occupies, namely as Industrial Relations Staff, and according to the results of the analysis of 9 Box Model, the subject is in grid 1A "high potentials", and it can be interpreted that the subject is a potential employee in his current position so that he can be included in the talent pool of the state-owned company X. The follow-up step given after the assessment is to conduct feedback counselling. The researcher conducts counselling feedback to provide information about the results of the potential review assessment, as well as effective and relevant recommendations so that the subject can further optimize his potential in his or her future work; as for self-development suggestions that individuals can do and, of course, assisted by related companies, namely jointly encouraging each other to give and do more challenging jobs, encouraging mentoring, and providing a faster development experience.

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