

The Phenomenon of BUMN Employee Recruitment In Indonesia: Advanced Development of Talent Management Research Trends 2018 – 2021 and Career Development

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Abstract

This study is a meta-analysis of research that has already been done by other writers. In bibliometric analysis, researchers use the findings of earlier study to identify trends in the field. In this study, the outcomes of this research trend were developed and honed to be more precise. This research uses SNA (Social Network Analysis) with the social media X database or what we know as Twitter as the data source. The data obtained was 225, which were then processed using NVivo12. Researchers use word clouds to identify possible themes, especially in the early stages of a project and Analyze the most frequently used words within a particular demographic. Next, classify it into four sections: originality of content, manipulated content, and positive and negative opinions.

Keywords

Talent management, Recruitment, Social Network Analysis, Research Trends

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Introduction

The development of organizations or companies in the current era is undoubtedly accompanied by increasingly tight competition between organizations because complexity and tight competition characterize a dynamic and continuously developing business world. Organizational managers across all industries require a fresh perspective on the employment aspirations and characteristics of the upcoming generation of workers in order to draw in, hire, and keep talented individuals due to shifting business dynamics (Qureshi et al., 2022). To achieve predefined goals and objectives by implementing a variety of

tactics to assure organizational survival, organizations, as result-oriented entities, are best constructed (Dagogo & Ogechi, 2020). Any organization's growth and success depend on having the appropriate people with the right talents in the correct positions and times. Skilled workers are essential resources that create long-lasting competitive advantage and remarkable performance (Aina & Atan, 2020).

The ability to attract, retain, deploy, and engage talent at all hierarchy levels gives a company a competitive advantage (Hongal & Kinange, 2020). At this stage, the company, through the human resources department, carries out selection and

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networking that reflects more on the educational background and experience of the applicants. However, the most formidable challenge for every organization is building and maintaining a source of talent flow. It is through this talent management system that employees will receive human resource training (Lumapow et al., 2022). This aims to ensure an available talent supply to align the right people with the right jobs at the right time based on organizational strategy.

In recent years, talent management has received attention and has become the focus of managerial practice and academic research (Al-Dalahmeh, 2020). Since 2010, there has been a rise in empirical studies on talent management, leading to the first assertions that this method of management, as previously known, is likely to evolve into a trend in the coming years (Błażewicz, 2019). Based on data from the scopus.com database, the number of studies continues to increase yearly, proving that talent management still interests researchers and organizations. This also indicates that talent

management is crucial in creating, developing and maintaining competitive advantage for every organization.

Talent management (TM) research and practice have expanded quickly, as seen by the sharp rise in Google searches on the subject, which went from six million in 2007 to about 600 million in 2018. The area has expanded to become a multidisciplinary domain. Levels that cover almost every industry (Golubovskaya et al., 2019). Since 2010, there has been more empirical research on talent management, which has led to the first predictions that this mode of management, as the notion was once known, is likely to evolve into a trend within the next few years (Błażewicz, 2019). Meanwhile, the results obtained and displayed in the visualization fluctuate from other sources from the Scopus database. However, the graph indicates an increase from 2012 to 2022, indicating that scholars have given talent management much attention.

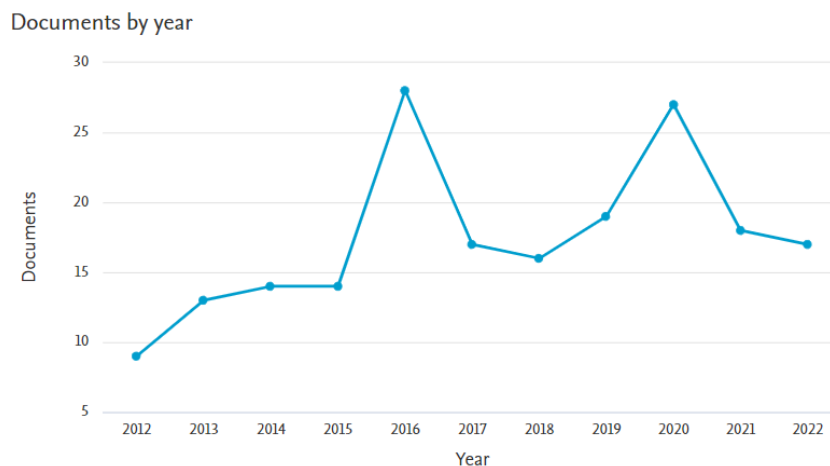


Figure 1. Talent Management Topics in the Scopus Database

The talent management topic in the previous article had traffic like the picture above. These results were obtained based on talent management topics over the last ten years, fluctuating yearly. We can see that the year with the publication of articles on talent management and career development was 2016. In that year, researchers were interested in the global

Human Resources (HR) war in organizations. Winning the talent war is currently management's most significant task. In a talent war, businesses strive to hire the most significant personnel on the market, beating their rivals (Sukoco et al., 2016). Talent management, which is used to identify, discover, develop, manage, and keep outstanding workers to meet strategic

objectives and long-term business requirements, is one tactic for winning this talent war.

After 2016, the number of articles decreased from 2017 to 2018. In the following year, 2019, the topic of talent management began to gain interest again and reached its peak in 2020. That year, the world was shocked by the Covid-19 pandemic, where the pandemic forced organizations to work from home and large-

scale layoffs. These unexpected events make placing staff in critical positions crucial in talent management. Furthermore, it highlights that identifying essential jobs that contribute differently to an organization's sustained competitive advantage is a part of the activity and process of talent management (Hongal & Kinange, 2020) (Aina & Atan, 2020) (Kang & Shen, 2016).

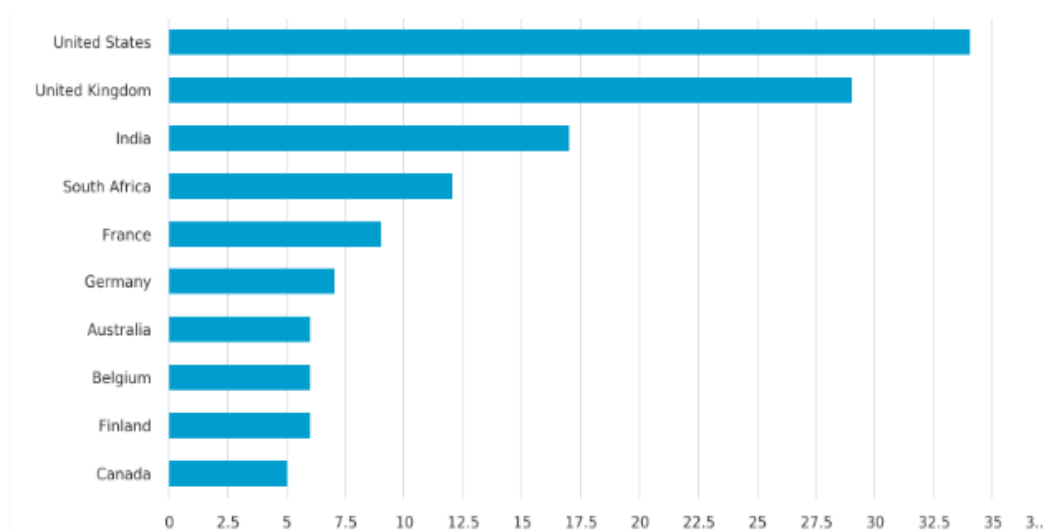


Figure 2. Country Ranking Studies on Talent Management and Career Development

(Source: Scopus data analysis)

In the previous article, researchers discussed several countries whose development trends over the last ten years in the table above still dominate one country. The United States has 34 articles published in the Scopus database. The United Kingdom is in second place, with 29 articles published. Ranks one and two cannot be very dominant, considering that there has been rapid employment growth over the last ten years. Then, in third place is India, with 17 documents. Next is South Africa with 12 documents, France with nine documents, and Germany with seven documents.

Countries with 6 document publications are Australia, Belgium and Finland. The last country with the fewest publications, according to the top 10 samples taken by the author, is Canada, with five published

documents. One of the reasons many developing and developed countries discuss this theme is because the human population in the world is always young or old. Statistics show that 60% of Europe's working population will be older than 60 by 2050! On the other hand, a nation like India may brag of a young population today and in the future. Therefore, human resource management should be concerned about population demographics (Satpathy et al., 2022).

Indonesia needs articles in the Scopus database related to talent management. However, the phenomenon of job recruitment in Indonesia is relatively high. From the news obtained at <https://www.cnnindonesia.com/nasional/20190401203454-20-382678/para-pencari-kerja-lowongan-dan-standard-tinggi->

kompas, it is reported that the need for labour and the recruitment process in Indonesia is relatively high. However, the unemployment rate in Indonesia has. This remained the same due to the strict qualifications and conditions imposed by organizations in Indonesia. Apart from that, work systems that do not follow the job desk at the start of recruitment are also added.

So, the author considers this research essential to conduct to review the recruitment phenomenon that is taking place in Indonesia.

Every organization must have a purpose it works toward when carrying out its activities. Every firm must be shrewd in its strategy selection to reach this aim, especially in human resource planning, which concentrates on the precise actions done by management (Asmanurhidayani et al., 2018). Organizations must be receptive to organizational learning that prioritizes the persons engaged in dealing with globalization since they are a source of knowledge and ideas regarding creating effective strategies for employees to participate in global markets. In order for the organization to achieve the set goals and gain a competitive advantage, the strategy must be effective. Talent management, which is strategic management used to control the flow of human resources in an organization, aims to ensure the availability of HR supply and match the right workers with the right tasks and schedules following the organization's strategic goals and organizational or business activities (Dermawan et al., 2022).

TM concentrates on identifying employee strengths and shortcomings in a typically competitive atmosphere, which aids the firm in creating strategies to take on its rivals (Abiwu & Martins, 2022). In Indonesia itself, the availability of workers to occupy positions and at the right time to achieve the goals and various targets that have been set is an essential element in the organization (Hermawati & Fadillah, 2018).

Existing study demonstrates that everyone (including young workers) has the capacity to become gifted in some way using talent management and career development as a hook (Golubovskaya et al., 2019).

Recent studies have shown the critical significance that an organization's career management policies have in employees' success in their careers by giving them the first role in their careers (Bonneton et al., 2022). The need for young workers in Indonesia is currently quite crucial. Based on data obtained from the Indonesian Central Statistics Agency (BPS) website at www.bps.go.id, during the 2020 to 2022 period, there were only 23.22% of the workforce aged 15 years and over. In line with labour demand, mainly state-owned enterprises (BUMN) are recruiting from 11 May - 20 May 2023 in Indonesia. The existence of BUMN in Indonesia plays an essential role in the modern economic system, especially the Indonesian economy.

State-owned enterprises (BUMN) are business entities whose capital is wholly or partly owned by the state through direct participation from separated state assets. State-owned businesses play a key role in arranging the national economy to achieve societal welfare as one of the economic actors in the economy of a nation based on economic democracy (Rahmaita, 2021). State-Owned Enterprises (BUMN) must raise performance standards if they are to accomplish their objectives of boosting the economy as a whole (Mulyadi, 2021). So, one of the efforts made by BUMN is to recruit skilled workers. This research attempts to collect as many studies as possible related to talent management in state-owned organizations in Indonesia. This study attempts to answer substantive questions about state-owned company recruitment in Indonesia from a talent management perspective. So Q1 in this research: How does the Talent Management phenomenon occur in Indonesia? Furthermore, Q2: How does the public respond to social media X (New Twitter) regarding BUMN recruitment in Indonesia?

Literature Review

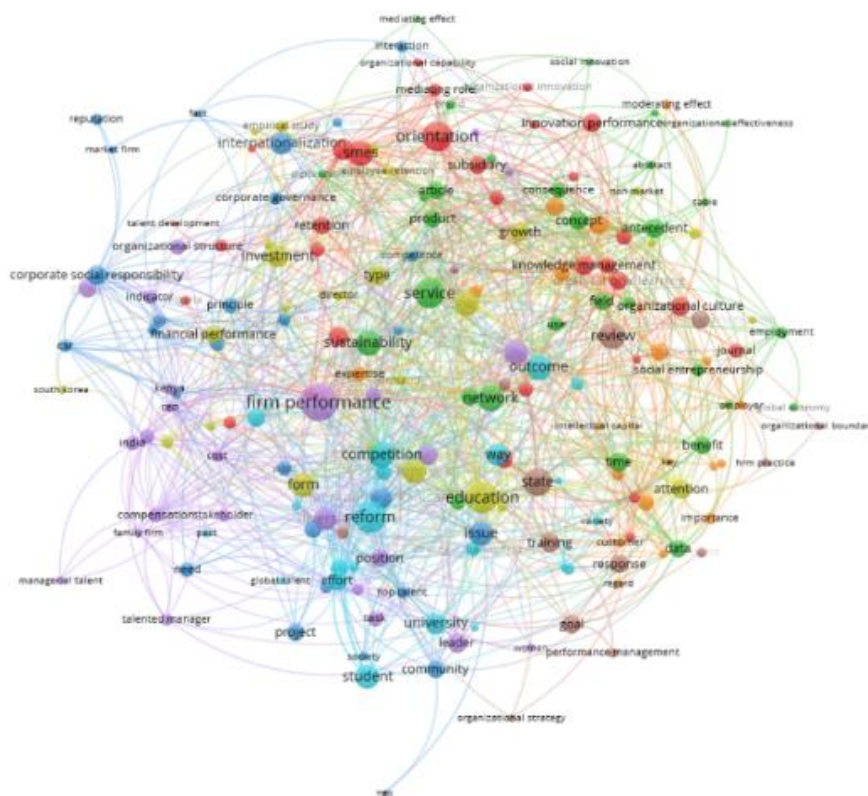


Figure 3. Network visualization (based on text data) using VOSviewer

The research results from the previous article, "Talent Management Research Trends in International Market-Based Organizations 2018 - 2021", showed that firm performance was the largest node from the systematic review. This indicates that research on the topic "Firm Performance" is the research topic most often associated with talent management. The purpose of talent management is to build a long-lasting, high-performing company that achieves its strategic and operational objectives (A El Dahshan et al., 2018). Additionally, how well a company performs is directly related to its workers' performance. Employees of a firm will stand out from rivals if they possess distinctive competencies (Hongal & Kinange, 2020). An organization or business can get successful work results by implementing good personnel management techniques. To put it another way, when an

employee is given the opportunity to be mentored, trained, respected, recognized, motivated, and given certain leadership responsibilities, it can assist improve patterns so that workers have confidence in their capacity to meet corporate goals (Omotunde & Alegbeleye, 2021).

The connection between talent management and organizational performance is the subject of several research. These research have indicated a beneficial link. Research by Kehinde (Ali Almohtaseb et al., 2020) Investigated how talent management affected organizational performance. Kehinde conducted a study on sixteen Nigerian businesses, and his findings indicated a link between effective personnel management and improved organizational performance. Kehinde suggests that businesses with specialized talent implement talent management strategies

utterly different from the traditional HRM approach. Organizations consider talent a critical resource supporting sustainable competitive advantage and exceptional performance. Therefore, organizations focus on finding and implementing talent management strategies that suit the global market context (Aina & Atan, 2020). Another study by Hewitt (Hongal & Kinange, 2020) clearly shows that the best companies record more than 60 per cent higher revenue growth, 30 per cent higher revenue growth per employee, and half the cost of recruiting the rest. Surveys have clearly shown that there is a link between top talent and good organizational performance.

Payambarpour and Hooi's study (Ali Almohtaseb et al., 2020) used a sample of 498 employees working in multinational companies to determine the effect of talent management on organizational performance. This research uses the

NVivo12 application to test the research hypothesis. According to their research, organizational success favourably correlates with management development and strategic human resource inputs, which act as stand-ins for talent management. The author contends that strategic HR input and management development must be considered to enhance organizational performance. Another view holds that the dynamic interplay between numerous functions and processes is described by talent management, which is a logical process (Soud et al., 2020). In other words, it is crucial to implement some procedures for sequentially managing talent. These include developing talent through mentor development, calibrating talent by comparing it against specifications, utilizing talent through incentives, and fostering talent through personal well-being (Omotunde & Alegbeleye, 2021).

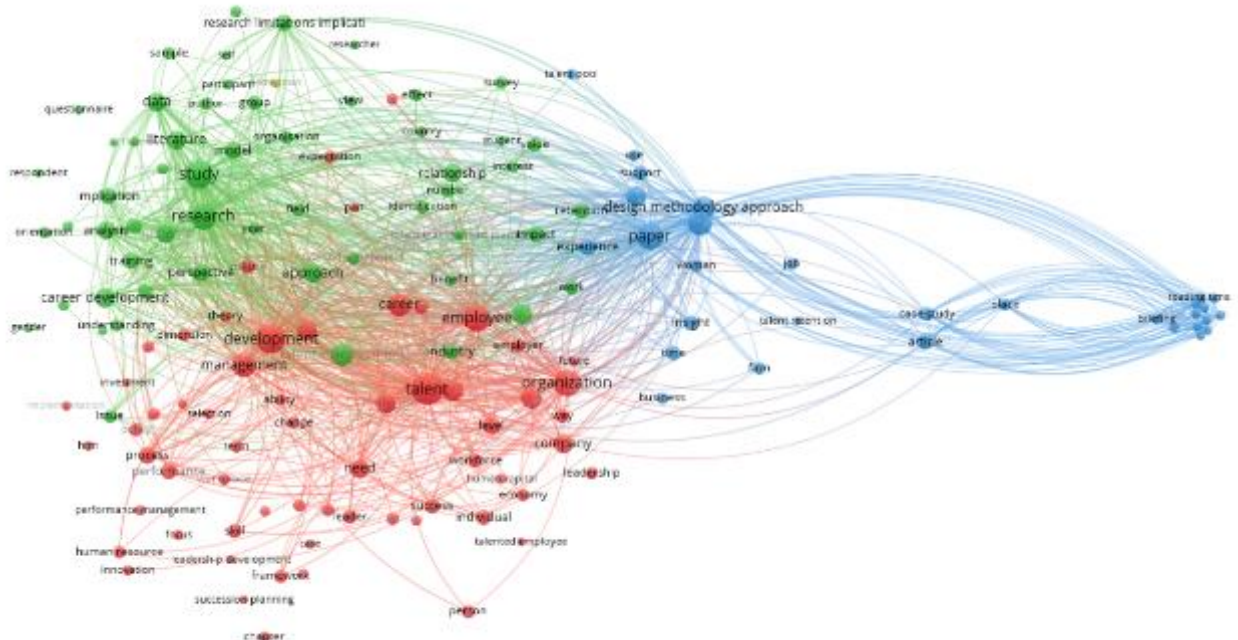


Figure 4. Network visualization (based on text data) using VOSviewer
(Source : <https://journal.umpo.ac.id/index.php/ekuilbrium/article/download/6965/2781>)

In response to this study, the following study is about Research Trends in Talent

Management and Career Development: Why is Promotion Important? (Bibliometric

Analysis) explains that the focus of researchers around the world regarding the topic of talent management is talent itself. This research used 192 articles from the <https://www.scopus.com> database, which were exported into RIS format and processed using VOSviewer. The visualization above results from this research and is the focus of the most significant topic, "talent", directly connected to talent management. This visualization illustrates how talent has a very close relationship with talent management. This is because in carrying out talent management, activities and processes involve systematically identifying different vital positions to contribute to each other and achieve sustainable competitive advantage for the organization (Bonneton et al., 2022).

This talent pool is developed by individuals in high-potential and high-performing positions, and it strives to deal with the growth of various human resources inside the firm. Previous research examines that organizations, over time, are burdened with a huge responsibility to bridge their talent gaps by recruiting, hiring, and retaining individuals with suitable skills and performance to actualize organizational goals and objectives (Dagogo & Ogechi, 2020). In carrying out these activities, talent management becomes essential for companies because to get individuals or employees with good performance, the organization does not always have to recruit new employees. However, it can train them by carrying out talent management.

This study evaluates the significance of career advancement and job promotion in the talent management theory debate. The visualization in this research is that "talent management" is directly connected to "career development". This indicates that talent management and career development have a very close correlation. This research draws on the central debate on the topic of talent management as well as discusses the development of an organization's talent pool, which helps them manage their key

positions (Claussen et al., 2014). Other research states that there is an integration of one dimension of talent management with a talent development measurement tool, which increases the output of what has been learned (Sari et al., 2020). Furthermore, the prospects for an organization to successfully access, manage, and develop people are ultimately influenced by environmental factors and national or regional settings that impact talent management at the macro level. However, they are often not considered in the current TM focus on individuals and organizations. national level (McDonnell et al., 2011). When visualized, this also illustrates the connection between personnel and talent management nodes.

The final analysis results from VOSviewer explain the topics often used as research focus by researchers. The largest node displayed in this research visualization is "Talent", followed by "Development" and "Organization". After conducting an analysis based on previous research, the topic "talent management" directly correlates with "career development". This follows previous research that talent management positively influences employee career development, as seen from its function of finding potential future leadership candidates (Irmawaty & Hamdani, 2016). However, the topic of "position promotion" in this research did not appear, so this could be considered for future researchers to conduct further studies related to this topic.

Methodology

This research was conducted to explore more specific information regarding talent management in Indonesia, especially in state-owned organizations through social media Twitter, which has now changed to X. Consequently, this study is considered as meta-analysis research. In addition to taking into account relative sample sizes and effect sizes, meta-analysis permits the combining of several results. Analyzing data from multiple primary research is known as

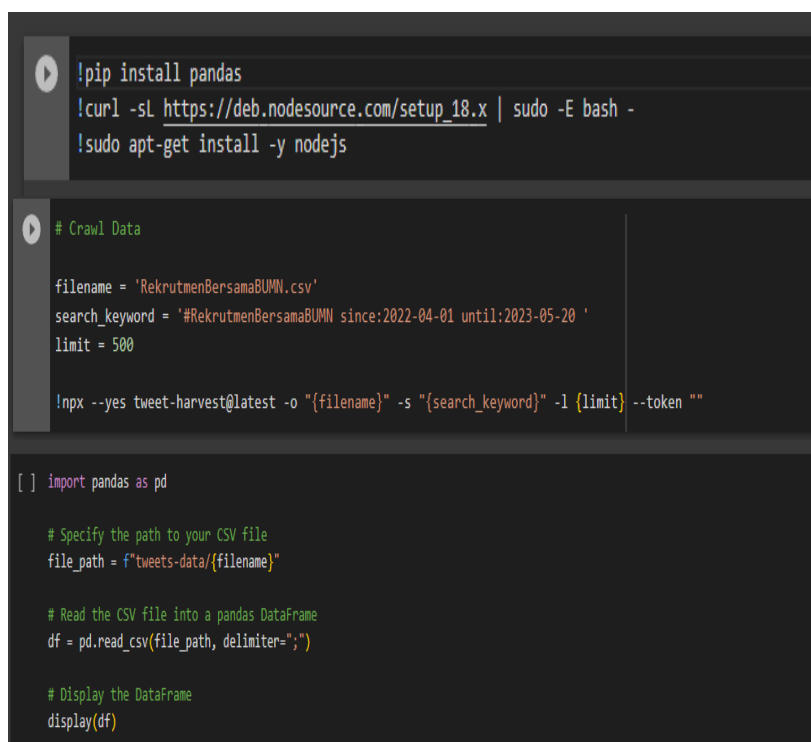
meta-analysis. With the development of social media, the results of this study are used to determine whether to accept (support) or reject (invalidate) the hypothesis and to suggest the proper path for further research. This research is also categorized as social network analysis (Social Network Analysis or SNA), a scientific method for understanding, measuring and analyzing relationships between individuals, entities or elements in a social network. Social networks can be formed in various contexts, including in the real and digital worlds, such as social media, organizations, communities, or relationships between individuals (Kurniawan et al., 2020).

The primary data sources in this research are the the hashtags #RekrutmenBersamaBUMN. Where the hashtag represents the official account of the BUMN organization, personal accounts, and agencies outside the BUMN that are interested in talent management, especially the recruitment process. In addition to offline social interactions, people frequently communicate or express themselves online. The most popular social media platform, such as Twitter, allows users to express their thoughts on various subjects, such as politics, entertainment, music, and current events, such as the economy. A microblogging platform like X (New Twitter) is one example of one that has created a methodology for classifying messages into good, negative, and neutral moods. Furthermore, users frequently use quotes, hashtags, and quotes when tweeting about current events, which are frequently the subject of investigations (Hasti & Suswanta, 2022). Due to its simplicity, real-time nature, and depth of detail, X (New

Twitter) stands out among various social media networks as a distinct and potentially significant data source. By scoping the topic, we examine X (New Twitter) in this work to learn more about it and determine its value as a public health tool (Edo-Osagie et al., 2020).

This research obtained data using the Google Collaboratory Notebook, designed and created by Helmi Satria. Helmi Satria is a full-stack developer from Indonesia with five years of experience in using node.js and vue.js. The tool in question can be found at <https://helmisatria.com/blog/cara-crawl-data-twitter-thread-Comments-with-a-runtime-description-as-attached-in-the-image>. Google Colaboratory, commonly called "Google Colab" or simply "Colab" research project allows users to test machine learning models on cutting-edge devices like GPUs and TPUs. For interactive development, it offers a serverless Jupyter Notebook environment. Google Colab is free to use, just like the other G Suite products (Bisong, 2019).

Other academics contend that Google Colaboratory, also called Colab, is a cloud service built on Jupyter Notebooks to disseminate machine learning research and education. It offers free access to a potent GPU and a deep-learning runtime that is fully set up. Collaboration is used in this investigation to speed up deep learning for GPU-intensive applications like computer vision. The Collaboratory's GPU performance may be adequate for some researchers and student profiles. To tackle problems in the real world, these free hardware resources must be more scalable (Carneiro et al., 2018).



```

!pip install pandas
!curl -sL https://deb.nodesource.com/setup_18.x | sudo -E bash -
!sudo apt-get install -y nodejs

# Crawl Data

filename = 'RekrutmenBersamaBUMN.csv'
search_keyword = '#RekrutmenBersamaBUMN since:2022-04-01 until:2023-05-20 '
limit = 500

!npx --yes tweet-harvest@latest -o "{filename}" -s "{search_keyword}" -l {limit} --token ""

[ ] import pandas as pd

# Specify the path to your CSV file
file_path = f'tweets-data/{filename}'

# Read the CSV file into a pandas DataFrame
df = pd.read_csv(file_path, delimiter=";")

# Display the DataFrame
display(df)

```

Figure 5. Google Colaboratory Notebook (Helmi, 2023)

The maximum limitation for tweets obtained in crawling data is 500 Tweets. The time for crawling Twitter data in this research is adjusted to the date of the first batch of BUMN recruitment, which was held on April 20 2022, until the third batch of BUMN recruitment, which started on May 20 2023. Author tokens are used in this article to ensure the validity of the data. From the limitations given, the data obtained was 225 tweets. Furthermore, to maintain the privacy of Twitter users, the

author does not attach the usernames of Twitter users. So that the author's own goal is achieved and is purely carrying out such activities for educational purposes related to the BUMN phenomenon in Indonesia. The results of the crawling data were then filtered to obtain public opinion regarding the BUMN recruitment process in Indonesia.

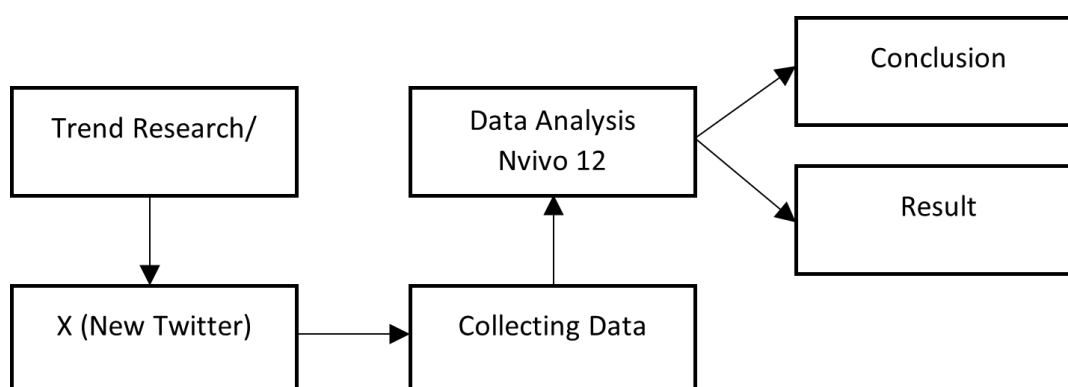


Figure 6. Research Model

increase the share of the younger generation on the board of directors of BUMN, namely 5% in 2022 and 10% in 2023. With this information, the words "#recrutumenbersamaBUMN" are essential, considering that 2023 is the year that requires a 10% increase in the share for workers. Young. Then, the researcher highlighted the word talent in this article.

The following nodes explain that the talent management phenomenon in Indonesia, especially the BUMN recruitment process, must be connected to the need for talent with good performance. Of course, this research aligns with previous research on talent nodes that appear in the VOSview

analysis. To achieve an organization's strategic and operational goals and objectives, talent management attempts to build a high-performing and long-lasting business (A El Dahshan et al., 2018). In achieving this goal, the BUMN organization has taken recruitment steps by selecting talented performers. The word selection also appears in the word cloud, and from several explanations, the researcher draws the answer to Q1 related to the talent management phenomenon that occurs in Indonesia. The talent management phenomenon in Indonesia is currently dominated by the BUMN recruitment process, which requires young workers on its board of directors.

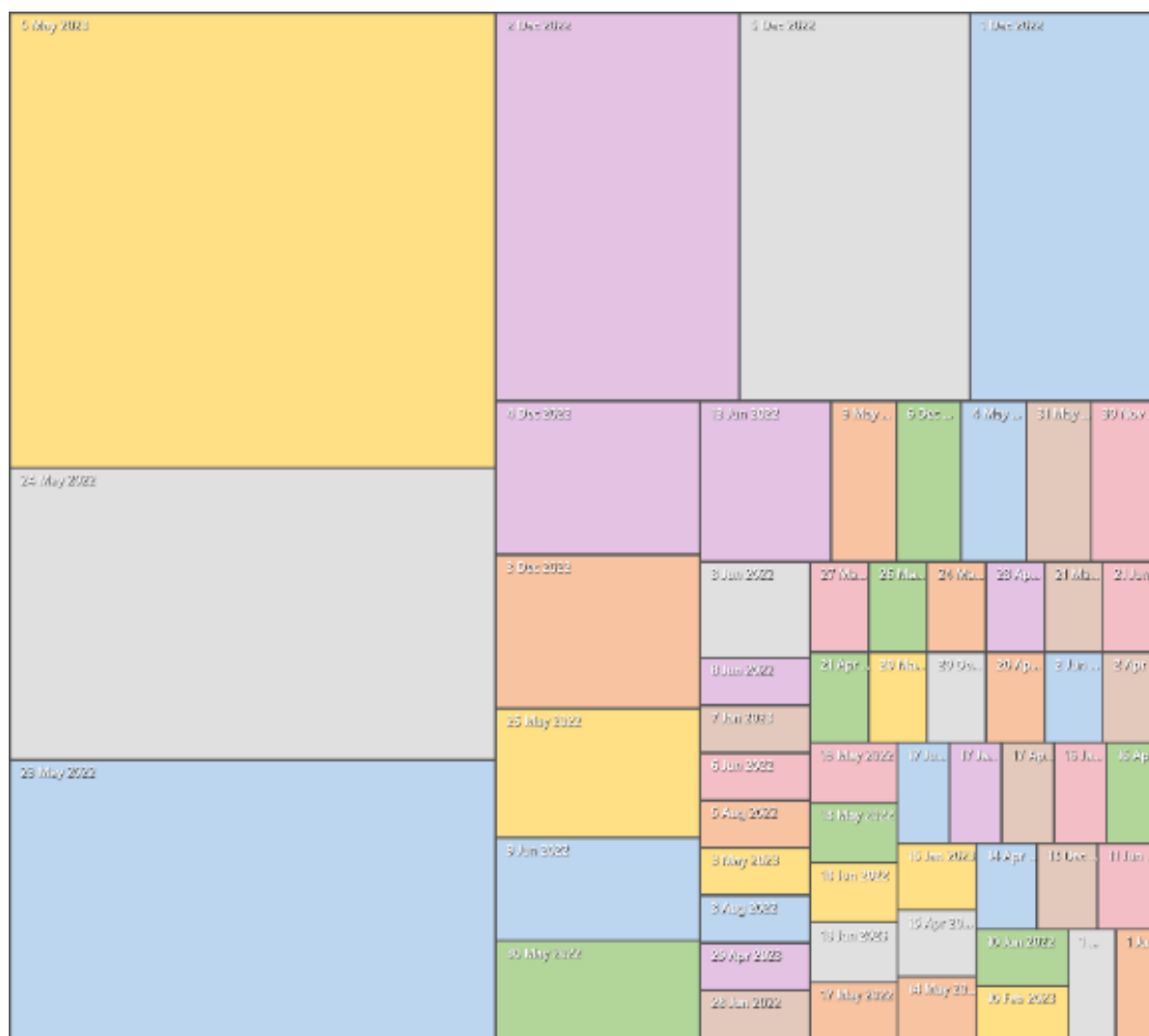


Figure 8. Hierarchy Chart
(based on date using NVivo 12)

Furthermore, to find out the public's response to social media X (New Twitter) regarding BUMN recruitment in Indonesia, researchers carried out a Hierarchy Chart and Chart Coding analysis in this research. *Diagrams called hierarchy charts display hierarchical data as stacked rectangles of varied sizes. Use size, for instance, to indicate how much coding is included in each node. Size denotes an amount, such as the number of encoded nodes or coding references. The sizes of the rectangles must be viewed with one another rather than as an absolute number because the treemap is scaled to fit the available area. The chart's top left corner shows the larger area, and the bottom right corner shows the smaller rectangle* (NVivo12, 2021). In this section, the Hierarchy Charts explain the dates users from various backgrounds posted tweets on social media X (New Twitter) using the hashtag #RekrutmenBersamaBUMN.

The date with the most tweets in the chart hierarchy is May 5 2023. If you look in detail, the moment on that date was when Joint BUMN Recruitment batch 3 was opened. This is proven by news from various media and announced by the Minister of BUMN via his official Instagram account @ericktohir on March 12 2023. This opening certainly attracts the interest of job seekers and also the media to be able to publish this news. Apart from that, there is transparency in the recruitment process, which is published on the official

accounts of the Indonesian Human Capital Forum (FHCI) and the Ministry of BUMN (Sanjaya, 2023).

The date with the following most tweets is May 24 2022. This day coincides with the last day of online TKD selection and BUMN core values. The selection will take place on 19-24 May 2022. Each selection participant is given a specific schedule based on the distribution determined by the Ministry of BUMN (Adriyani, 2022). Referring to the data obtained, the increase in posts on that date was due to the large number of various X social media accounts (new Twitter), which reminded participants not to miss the final selection. The increase in hashtag use also occurred because many official and non-official media on X's social media reminded them that the test schedule would end that day.

The increase in activity on this hashtag occurred on the previous day, May 23 2023. It can be seen in the hierarchy charts that May 23, 2022, also has a broader area than the previous date. Not far from May 24 2022, looking at the data from users who tweeted that day, most of them reminded the participants to remember their selection schedule and participate in the selection process. Interestingly, on that date, more tweets were made by official accounts from various BUMN organizations, so the transparency and publication of BUMN organizations in recruiting was quite good.

Public response to social media X (Twitter)

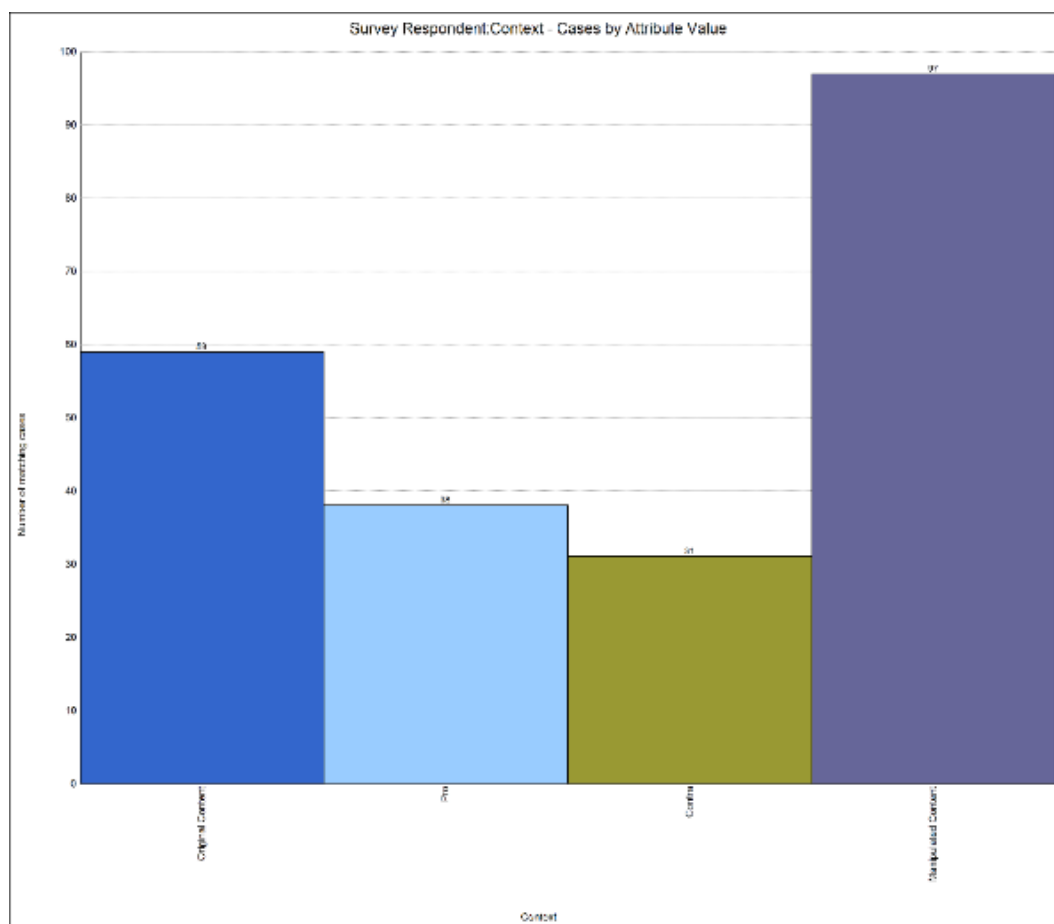


Figure 9. Chart Coding
(based on context using NVivo12)

Coding Charts are charts for presenting or exploring coding in a project and can assist research in answering questions (NVivo12, 2021). In this article, tweets are classified based on originality and personal opinion of the user. The originality in this article refers to original content posted by the official BUMN account without adding or subtracting any content or captions. This originality also indicates how BUMN organizations carry out the Talent Management process. Furthermore, manipulated content or content that is not original. Previous studies prove that social network manipulation is a lucrative industry: More than \$500 million has been spent by political parties, governments, and other organizations since 2010 on the study, creation, and use of psychological operations and the swaying of public opinion via social media. This may also include counterterrorism initiatives in some

nations. However, these attempts frequently involve disseminating unfavourable information during elections, military situations, and complicated humanitarian disasters (Levitskaya & Fedorov, 2020). Findings from a search of the data crawling results show that, in accordance with the article (Levitskaya & Fedorov, 2020), manipulation of content or public opinion on social networks for business purposes also occurs with the hashtag #RekrutmenBersamaBUMN. Several business accounts use this hashtag as a medium to market their services related to tutoring for BUMN selection. Some also offer questions as training material for BUMN selection. Regardless of whether the manipulation carried out by this party was good or bad, the researcher only conveyed the findings from the use of the hashtag #RekrutmenBersamaBUMN.

Researchers should have discussed these findings in detail because they deviated from the topic under study, namely Talent Management. Viewed significantly, manipulated content is also related to news transparency by official BUMN accounts. So, this data manipulation can help BUMN organizations convey recruitment news actively and widely. The manipulated content amounted to 97 out of the total sample of tweets obtained, namely 225 tweets. This indicates that the majority of activities using the hashtag #RekrutmenBersamaBUMN are manipulated by various accounts on the social network BUMN in carrying out talent management activities, which should be helped by this phenomenon.

The subsequent division is personal opinions or tweets from users of the social network X (new Twitter). This opinion is divided into two, namely, pros and cons. Pro opinions are positive comments on BUMN recruitment using the hashtag #RekrutmenBersamaBUMN, and contra opinions are, of course, negative comments on this recruitment process. So, in this article, pro opinion is also interpreted as support for the talent management process carried out by BUMN organizations and vice versa. From several data, it can be explored that positive comments on the talent management process mostly contain hopes for acceptance and support for other users to follow the process. For example, "Online Registration for 2023 BUMN Joint Recruitment Postponed. Honestly, I am happy to be able to prepare myself better. #BUMN #RekrutmenBersamaBUMN #Schedule #LokerInfo #Loker". Some users like the recruitment system, which does not match the specified date, even though it can be said that the talent management process could be more suitable due to the delay in the recruitment process. This has a positive impact on job seekers to prepare themselves better.

The "contra" context in this research refers to the negative opinions of social media users. In the talent management process,

especially the BUMN recruitment stage, the article (Jiang et al., 2020) supports several tweets which say there are fraudulent activities in the BUMN recruitment process. Apart from that, BUMN is not responsible for personal fraud. So, to overcome this problem, the BUMN organization urges the public involved in the recruitment process to be more careful and take action against all forms of fraud. An example of a response from one BUMN organization was as follows: "Remember to note the date and check your email regularly. Always be wary of fraud because, during the recruitment process, there is NO CHARGE whatsoever. Best of luck, and see you soon! #rekrutmenbersamabumn #rekrutmenbersamabumn2022 #DAMRI #takesyoueverywhere". However, despite this, of course, this problem has an impact on the user

Furthermore, several negative opinions regarding the recruitment process carried out by BUMN organizations mainly arise due to problematic recruitment systems. In this case, the system is related to poor internet connectivity, the BUMN web page being disrupted (server down) due to the large number of people accessing it, and the job vacancy quota being full. An example of a counter tweet obtained from the data is as follows: "This photo upload on the website keeps having errors" "I've been waiting all night, I'm more faithful in waiting for this than waiting for my soul mate." and "Quota full ðŸ¥¥. #RekrutmenBersamaBUMN #erichohir #bisa <https://t.co/STviAIZhXC>". BUMN organizations can consider several counter responses like those given to improve the recruitment process in the future. Then, more positive comments were generated than negative comments during that period, indicating that the Talent Management phenomenon of BUMN organizations, especially in the recruitment system, can be pretty good. The analysis above answers Q2 regarding the public's response to social media X (New Twitter) regarding BUMN recruitment in Indonesia.

Conclusion

After the author conducted research, processed data was obtained from as many as 225 tweets, which were then processed using NVivo12 software. The research results were a word cloud, with the most significant word dominance being #RekrutmenBersamaBUMN. This happens because the hashtag is used as the primary reference for data search. Apart from that, there are visualization findings for the word "Catalyst", which appears in the word cloud visualization in line with BUMN research and innovation to grow the economy in Indonesia. Previously provided information (Pratama, 2022), BUMN Minister Erick Thohir stated, "BUMN must be a catalyst for Indonesia's economic growth through digital transformation and innovation". This question is supported by his actions to increase the share of the younger generation on the board of directors of BUMN, namely 5% in 2022 and 10% in 2023. Another finding from the results of this word cloud processing is the dominance of the word talent, which is related to the node of previous research results "Talent Management Research Trends in International Market Based Organizations 2018 – 2021". The results from the word cloud answer the first objective of this article or Q1 Q1 related to the talent management phenomenon that occurs in Indonesia. The talent management phenomenon in Indonesia is currently dominated by the BUMN recruitment process, which requires young workers on its board of directors.

Then, to answer the second question or Q2 in this article, which is related to the public's response to social media X (New Twitter) regarding BUMN recruitment in Indonesia. Researchers processed data using hierarchical charts and chart coding in NVivo12 software. Opinions on the pros and cons of recruitment activities represent the results of this research. The division of opinion is based on data results that have pros and cons regarding the response to the recruitment system implemented by

BUMN. Apart from that, the originality of the content delivered by BUMN was also discussed to see several Talent Management activities carried out by BUMN, especially at the employee recruitment stage. The amount of manipulated content is more significant than BUMN's original content, indicating that BUMN is quite transparent in conveying recruitment information because the public can freely monitor it and actively participate in its dissemination. Another finding researchers found there was irregularity with the hashtag #RekrutmenBersamaBUMN. These findings can be used as further research in the future so that research on the topic of Talent Management in Indonesia can increase and become more innovative.

Notes on Contributors

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