
Analysis Of Implementation Of Talent Management On The Management Of The Santri Organization Darussalam Islamic Boarding School

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Abstract

The purpose of this study is to analyze how talent management is implemented in the student organization of the Darussalam Kunir Islamic Boarding School, especially among its administrators. This study focuses on the development and improvement of the quality of the management of the student organization, as well as the impact of the implementation of talent management on the students. The method used in this study is qualitative descriptive, with data collection through interviews and observations of participants such as the advisory board, the head of the organization, and several representatives from the management department. The results of the study indicate that the student organization at the Darussalam Kunir Islamic Boarding School implements an effective talent management strategy, which includes the selection and recruitment of administrators, recruitment criteria, continuous skill development, and performance assessment. The conclusion of this study emphasizes the importance of an integrated approach to continuously improve the quality of the management of the student organization and strive to achieve the vision and mission of the Islamic boarding school.

Keywords: *talent management, student organization, darussalam islamic boarding school*

INTRODUCTION

Basically, an organization can be defined as a group of individuals who collaborate in an organized and planned manner to achieve predetermined targets. Within an organization, there is an allocation of roles, authority, and accountability among its members with the aim of realizing collective vision and mission. Organizations can be found in various aspects of life, both in formal contexts such as corporations, educational institutions, and government agencies, as well as in informal contexts such as community associations and faith-based groups. According to James D. Mooney (1947), an organization is any form of human association established to achieve a common goal. Mooney states that the main element of an organization is coordination, which is the cooperation between individuals within a particular structure. Meanwhile, Chester I. Barnard (1938) defines an organization as a system of cooperative activities carried out by two or more people. Barnard emphasizes the importance of shared objectives and effective communication within the organization.

Talent management is a strategic approach in managing human resources. Its objectives include recruiting talented individuals, nurturing their potential, providing motivation, and ensuring that high-performing employees remain with the company. Talent management, in the field of human resource management, is an essential strategy. Its purpose is to recruit, develop abilities, motivate, and retain competent and high-achieving employees within a company. This aligns with the view of Silzer and Dowell (2010), who define talent management as “an integrated effort to ensure the company has the right people, in the right positions, at the right time.” On the other hand, Collings and Mellahi (2009) argue that talent management is “a series of strategic actions that include identifying key positions within the company and managing individuals who have great potential and make significant contributions to the company’s competitive advantage.”

Human resource management (HRM) is a crucial part of ensuring that an organization continues to run smoothly. In today’s ever-changing era, organizations cannot simply manage HR in a conventional way, but must also consider well-thought-out strategies, such as talent management. Talent management becomes an effective way to find, develop, and retain talented individuals who have great potential to help the organization move forward (Cappelli, 2008). According to Collings and Mellahi (2009), talent management is a strategic approach that focuses on identifying key positions within the organization as well as individuals with high competence and potential to fill those positions. In other words, talent management emphasizes the importance of HR planning that not only looks at current needs but also long-term potential. Meanwhile, Silzer and Dowell (2010) stress that talent management must be directly linked to organizational strategy in order to create sustainable competitive advantage.

In the field of education and religion, especially in Islamic boarding schools (pesantren), the concept of talent management often does not receive sufficient attention. In fact, pesantren play an important role in shaping future leaders who are not only academically capable but also have a strong moral and spiritual foundation. One example of an internal organization in a pesantren is the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD), which functions as a place to nurture, train leadership, and develop the potential of students in a holistic manner.

The Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD) is an internal forum designed by the students, for the students, and from the students within the pesantren environment. Its function is to serve as a means to foster leadership spirit, instill a sense of responsibility, and facilitate the personal development of the students. OSPPD is a unique reflection of the pesantren education system, which not only focuses on deepening religious studies or the yellow book (*kitab kuning*), but also on character building and the development of students' social skills.

The growth of organizations in pesantren is closely related to the need for capable, high-performing, and competitive members. One modern way to manage members is through talent management, which is a planned step to recruit, develop, motivate, and retain talented individuals so that organizational goals can be achieved (Silzer and Dowell, 2010). Specifically for the student organization in Pondok Pesantren Darussalam Kunir (OSPPD), talent management is very important to ensure the regeneration of leaders, the improvement of self-capacity, and the strengthening of work spirit based on Islamic teachings. According to Collings and Mellahi (2009), talent management is a strategic process that focuses on identifying critical positions within the organization and developing individuals who have the potential to fill these roles effectively. This shows that organizations, including non-profit religious-based organizations like OSPPD, need to manage the potential of students not only as activity implementers but as long-term assets.

The implementation of talent management in the pesantren environment not only impacts the performance of the student organization but also becomes a means of character building, leadership, and 21st-century skills development. Ulrich et al. (2012) state that effective talent management can bridge the gap between individual competencies and the strategic needs of the organization. The application of talent management in OSPPD has great potential as a way to identify and develop students who have leadership qualities, organizational skills, and strong social dedication. This is in line with the view of Cheese et al. (2008), who emphasize that talent management is not only beneficial in the business sector but is also important in non-profit organizations, educational institutions, and religious institutions. These organizations still require the best human resources who are ready to face various challenges and bring about positive impacts.

However, the implementation of talent management in pesantren is not without challenges, such as limited funding, lack of formal documentation, and organizational habits that tend to be conventional. Therefore, this research aims to examine the extent to which the principles of talent management have been applied in OSPPD, as well as to identify the opportunities and challenges present in the process. By understanding the application of talent management in student organizations, it is hoped that pesantren will be able to design a more capable, structured, and forward-looking HR management system, without neglecting the foundation of Islamic values and culture.

This study focuses on the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD), an organization under the auspices of Pondok Pesantren Darussalam Kunir located in Kunir, Subang, West Java. This organization itself is the heart of Pondok Pesantren Darussalam Kunir, serving as the monitor of all activities within the pesantren. Therefore, the

researcher aims to analyze how the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD), which acts as the monitor of pesantren activities, implements talent management for the sustainability and effectiveness of activities at Pondok Pesantren Darussalam Kunir.

TEORETICAL REVIEW

Talent management in this context is the process of managing human resources, including the identification, development, retention, and placement of the right employees (Anisah & AS, 2020; Rinandra et al., 2023). According to Michael et al. (2001), talent is “a group of individuals within an organization who possess superior potential to reach top positions.” Talent management is a combination of a series of processes ranging from workforce planning, recruitment, management, to employee compensation, all oriented toward a single goal. Talent management has a very broad focus by preparing and developing the right employees for the right jobs.

RESEARCH METHOD

This study uses a descriptive qualitative method with the aim of exploring in depth how talent management is applied in the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD). The reason the researcher uses this approach is because this study focuses on the meaning, understanding, and subjective interpretation of the organization members regarding the implementation of talent management. As stated by Creswell (2014), qualitative methods are used to explore and understand the meanings that individuals or groups hold about a social or human issue. In this context, the researcher becomes the primary instrument in collecting data through interviews and direct observation.

Data were obtained through two methods: interviews and observation. Interviews were conducted to obtain direct responses from respondents about how talent management practices are carried out in the pesantren organization, while observations were conducted to directly assess how talent management is applied in daily performance, especially in serving the santri.

The object of this research is talent management, which includes several aspects such as the application of modern management principles (talent management) in a traditional context (santri organization). The analysis covers the process and its impact on human resource development within the santri organization. The collected data will be analyzed using an interactive model, which includes data collection, data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

A Brief Overview of the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD)

The Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD) is an organization under the auspices of Pondok Pesantren Darussalam Kunir, Subang, West Java. This organization is not merely one among many organizations but serves as a monitor for the running of activities at Pondok Pesantren Darussalam Kunir. The organizational structure of the santri organization at Pondok Pesantren Darussalam Kunir consists of several departments/divisions, including the advisory council for education and teaching, security and order, language, sports, arts, and guest reception departments. Each department has its own duties; for example, the education and teaching department manages the religious studies and education of the santri, the security and order department maintains discipline among the santri, the language department ensures that the santri use only two daily languages, namely Arabic and English, the sports department arranges sports schedules, the arts department manages the talents and arts of the santri, and the guest reception department receives guests or guardians who come to visit the santri.

Description of Research Results

This study focuses on the development of talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir, Subang, West Java—an organization that monitors activities at Pondok Pesantren Darussalam Kunir and supports the establishment of the alma mater, making Pondok Pesantren Darussalam Kunir an attractive choice for prospective santri as their place of study. In this regard, the study aims to examine various aspects related to talent management within the santri organization, with the following objectives: first, to understand how talent management is applied in the santri organization and its impact on prospective santri who wish to board and those who are already residing; second, to reveal the factors influencing the effectiveness of talent management implementation in the organization; and third, to explore how the santri organization applies sustainable talent management strategies.

This is very important to ensure that all administrators of the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD) are not only developed but also feel involved in carrying out their duties. This involvement will then contribute to the effective implementation of work programs and support the santri in their continuous development. The study uses interviews with the chairman of the santri organization (OSPPD) and representatives of each division/department management to gain in-depth insights into the application of talent management in the organization of Pondok Pesantren Darussalam Kunir.

The Implementation of Talent Management in the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD)

To obtain in-depth information regarding the implementation of talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir, the researcher has designed several relevant questions. These questions cover various important aspects of talent management, including the strategies for implementing talent management in the santri organization and the primary objectives of these strategies. The study also examines how the organization identifies and attracts the best talents, as well as the crucial role of recruitment and selection in the talent management process. Furthermore, the questions focus on the training and development programs available within the santri organization (OSPPD), including the strategies used to identify and nurture leadership potential among department

members. Another aspect investigated is the strategy employed to maintain the consistency of the santri organization's administrators in carrying out their duties and the work programs they have established. Through these questions, the researcher aims to explore in depth how the Santri Organization of Pondok Pesantren Darussalam Kunir implements and manages talent management to achieve effective performance of the organization's administrators.

Based on interviews conducted with the administrators of the Santri Organization of Pondok Pesantren Darussalam Kunir, several key points regarding the implementation and management of talent management in the organization can be summarized as follows:

- a. Talent management strategy: Mr. Hermawan explained that the talent management strategy is aimed at developing the organization's administrators because by developing the santri administrators, the goals of the pesantren will be achieved and continue to run as desired.
- b. Selection and recruitment of organization administrators: Mr. Aditya stated that the selection and recruitment process is conducted very selectively to produce qualified administrators capable of carrying out their duties. This selection and recruitment process includes interviews and direct involvement with the tasks. After the interview, candidates are placed in their chosen departments and will undergo training for approximately one month to adapt and assess whether the prospective administrators are ready.
- c. Recruitment criteria: Mr. Aditya also added that important recruitment criteria include good communication skills, honesty, and responsibility for assigned tasks.
- d. Skills development: Mr. Hermawan stated that skills development in the Pondok Pesantren Darussalam Kunir organization is carried out through leadership seminars as an effort to enhance the skills of the organization's administrators.
- e. Performance appraisal: Mr. Satria explained that the performance appraisal of the organization's administrators is conducted through evaluations held once a month and quarterly evaluations (every three months) to assess the performance of the administrators.
- f. Retaining administrators: Mr. Dimas Adji Pangestu said that administrators are retained through deliberations with the organization's advisory council to discuss any obstacles or problems encountered while managing the santri. Through these deliberations, ideas can be exchanged, and the advisory council can provide solutions to the challenges faced by the administrators.
- g. The role of management in administration: Mr. Ali Rahmatullah stated that the role of management is very important because it ensures that a busy schedule of activities becomes structured and well-organized.

Based on the interview results above, it can be concluded that the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD) uses a very selective strategy for the selection and recruitment of administrators. This highly selective recruitment process produces human resources for administration that meet the required standards. Having the right human resources is crucial because, with the busy activities at Pondok Pesantren Darussalam Kunir, the right people are needed. Therefore, a selective recruitment strategy is very important.

Recruitment criteria are also an inseparable part of the recruitment process. For the recruitment of administrators, certain criteria are required. Good communication skills, honesty, and responsibility for assigned tasks are essential criteria that candidates for the Santri Organization's administration at Pondok Pesantren Darussalam Kunir must possess. These criteria are important to ensure that the administration obtains qualified human resources so that the goals of the pesantren can be successfully achieved.

Factors Affecting the Effectiveness of Talent Management Implementation in the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD)

To gain a deeper understanding of the implementation of talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir, the researcher posed several follow-up questions: How does the leadership of the pesantren play a role in the implementation of talent management in the santri organization? How does organizational culture influence the implementation of talent management in the santri organization? Do communication and collaboration patterns between departments facilitate the implementation of talent management? Can evaluation improve the effectiveness of talent management implementation? And finally, what role does the pesantren environment play in supporting talent management in the santri organization

Based on the interview responses from the Santri Organization of Pondok Pesantren Darussalam Kunir, the factors influencing the implementation of talent management are as follows:

1. *First:* The role of the leadership of Pondok Pesantren Darussalam Kunir is very important in talent management because they provide direction and motivation related to the implementation of talent management. Full support from the leadership becomes a major motivation for the implementation of talent management.
2. *Second:* The values, habits, and traditions that grow and develop within the pesantren environment greatly influence how the santri organization hones and develops their abilities. A culture that encourages creativity and personal potential development will facilitate the effective implementation of talent management.
3. *Third:* Transparent communication between administrators, mentors, and santri greatly helps in recognizing and developing the potential possessed by the santri. Additionally, collaboration between different departments provides broader experiences for the santri.
4. *Fourth:* Frequent evaluations conducted by the organization can increase competitiveness among departments, thereby fostering high motivation.
5. *Fifth:* Lastly, support from the surrounding environment significantly affects the implementation of talent management, especially as experienced by the santri.

From the summary above, it can be concluded that the factors affecting the implementation of talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD) are the role of the pesantren leadership, organizational values and culture, communication and collaboration patterns between departments, routine evaluation of administrators, and support from the surrounding environment. All these factors contribute to the implementation of talent management in the santri organization of the pesantren.

Sustainable Talent Management Implementation at OSPPD

To obtain data regarding the implementation of sustainable talent management, the researcher prepared several questions about the continuous implementation of talent management in the organization. These questions included the identification of santri talents from their first entry into the pesantren, capacity building for teachers at the pesantren involving special training such as leadership and managerial skills, whether there are special training programs for the application of talent management in the santri organization, whether there is a reward system for the organization's specific achievements, and finally, how alumni relations support the further development of talent.

The following are the interview results regarding the implementation of sustainable talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir, Subang:

1. *First:* Identification of santri talents from the moment they enter the pesantren to ensure continuous regeneration of administrators with qualified personnel.
2. *Second:* Capacity building for teachers at the pesantren involves special training such as leadership and managerial skills.
3. *Third:* Special training programs on talent management for santri administrators support the creation of talents for future generations.
4. *Fourth:* A reward system is very important to encourage the enthusiasm and performance of the organization's administrators.
5. *Fifth:* Alumni relations are also very important because they play an indirect role in the implementation of talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir. Alumni continuously support and motivate the implementation of talent management for the next generation of santri organization administrators at Pondok Pesantren Darussalam Kunir (OSPPD).

From the above interviews, it can be concluded that the Santri Organization of Pondok Pesantren Darussalam Kunir implements sustainable talent management with a primary focus on skills development, organizational leadership regeneration, and close alumni relations to ensure that the administrators of the Pondok Pesantren Darussalam Kunir organization carry out their duties and responsibilities as organization leaders.

Discussion

Talent Management Practices in the Santri Organization of Pondok Pesantren Darussalam Kunir

- a. Development and Optimization of Administrators

The main strategy of the Santri Organization of Pondok Pesantren Darussalam Kunir is to focus on the development of administrators, which is a key element in talent management. According to Armstrong & Taylor (2023), investing in employee development creates a more competent workforce ready to face business challenges. The Santri Organization of Pondok Pesantren Darussalam Kunir implements this by ensuring that administrators not only undergo training but also apply and improve the quality of organizational management.

b. Recruitment and Selection Process

The selection and recruitment process in the santri organization is highly selective and considers the talents of prospective administrators, in line with what Taylor (2018) recommends. Employees with effective communication skills and responsiveness to specific situations play an important role. Honesty and wisdom are also crucial, demonstrating alignment between individual values and organizational values, as explained by Boxall & Purcell (2022).

c. Training and Development

The Santri Organization of Pondok Pesantren Darussalam Kunir acknowledges the importance of training and development, which aligns with the findings of Noe et al. (2023) stating that training and development are strategic investments in talent management. Training and development also enhance and broaden the insights of the organization's administrators.

d. Performance Appraisal

Performance appraisal in the Santri Organization of Pondok Pesantren Darussalam Kunir can improve the organization's administrative performance through observation and assessment of the santri. According to Aguinis (2023), effective performance appraisal must involve regular and structured feedback, helping employees understand areas for improvement.

From this analysis, it is clear that the Santri Organization of Pondok Pesantren Darussalam Kunir, Subang, applies sustainable talent management principles with a primary focus on administrator development, recruitment and selection processes, training and development, and performance appraisal. This approach aligns with recognized human resource management practices in the literature and contributes to quality improvement.

Talent Management Success Strategies in the Santri Organization of Pondok Pesantren Darussalam Kunir

1. Early Talent Identification (Selection and Observation Stage)

Early identification allows for earlier recognition of individuals who will enter administration, enabling assessment of the quality and criteria of human resources to be appointed. Observation can use methods such as interviews and behavioral assessments of prospective administrators. According to Ulrich & Brockbank (2005), recognizing individual potential must be done early to plan appropriate development.

2. Competency Development Based on Multiple Intelligences

Designing training programs that do not only focus on religious learning but also on leadership, rhetoric, and technology skills. The santri organization implements this competency development every three months. According to Gardner (1983) in the theory of multiple intelligences, each individual has different types of intelligence, so development approaches must be tailored accordingly.

3. Mentoring and Guidance by Pesantren Leadership and Advisory Council

Leadership plays a very important role in mentoring and guiding the santri organization's administrators. This can build strong relationships between the santri and the leadership or advisory council, fostering motivation and strong trust. This mentoring is continuously

provided to administrators as an effort to consistently carry out their duties well. According to Kram (1985), mentoring is effective in supporting individual career and psychosocial development.

4. Providing Leadership Opportunities (Leadership Exposure)

Providing leadership opportunities can build confidence in administrators before they are officially appointed. This also serves as a key asset for prospective administrators. Leadership opportunities include assigning responsibilities such as room leader, dormitory head, and activity coordinator. According to McCall, Lombardo & Morrison (1988), early leadership experience is very important for the formation of future leaders.

5. Periodic Evaluation and Constructive Feedback

The organization conducts evaluations to assess the performance of the santri administrators and provides constructive and positive feedback to improve their performance.

6. Awarding and Recognition

Giving awards and appreciation for dedication and performance is done to motivate administrators. According to Deci & Ryan (1985) in self-determination theory, external recognition can enhance intrinsic motivation if done appropriately.

From the analysis conducted, it is clear that the Santri Organization of Pondok Pesantren Darussalam Kunir applies talent management that not only emphasizes technical skills but also fosters holistic individual development, aligning with the comprehensive educational concepts in Islam.

CONCLUSION AND RECOMMENDATIONS

The study on the implementation of talent management in the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD) highlights the importance of an integrated approach to continuously improve the quality development of the organization's administrators and to strive towards achieving the vision and mission of the pesantren. The strategy used by this organization is the optimization of administrators, aimed at increasing the effectiveness of the organization's management. The recruitment and selection process, which fundamentally must be conducted to select prospective administrators, is also emphasized. To improve the performance of administrators, training and development are carried out, and performance appraisal evaluates the extent to which the work programs can be achieved and impact the santri of Pondok Pesantren Darussalam Kunir.

The recruitment and selection process conducted by this santri organization is very selective, intended to identify the talents possessed by prospective administrators because the department they will be assigned to requires specific expertise. Among the requirements and talents that candidates must have are effective communication skills and responsiveness to certain situations. Honesty and a strong sense of responsibility are equally important because having administrators with these criteria is essential to continuously strive to achieve the pesantren's vision and mission, which is to form individuals with noble character (akhlaqul karimah) and become leaders for the pious (imaman lilmuttaqin).

Implications of the Research Findings

Based on the findings above, the author offers efforts in talent management to support the goals of the pesantren and broader development strategies. Among these is the recruitment and selection process, which must be carefully considered and become a primary focus, because the regeneration and quality of administration begin with early identification of talent, followed by the recruitment and selection process.

Furthermore, providing leadership opportunities (leadership exposure) is also essential as an effort to train the mental readiness of prospective administrators. This way, when candidates ascend to administrative roles, they can immediately adapt and are mentally prepared. The provision of rewards is also important to motivate the administrators. This shows that a reward strategy can improve the performance and loyalty of the administrators of the Santri Organization of Pondok Pesantren Darussalam Kunir (OSPPD).

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