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IMPLEMENTATION OF TALENT MANAGEMENT PROGRAM TO SUPPORT ECONOMIC INDEPENDENCE OF VISUALLY IMPAIRED DISABILITIES AT URUNAN KEBAIKAN FOUNDATION

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Abstract

The increasing number of visually impaired individuals facing economic challenges has prompted various organizations to seek effective solutions. This study explores the implementation of a talent management program at Urunan Kebaikan Foundation to support the economic independence of visually impaired individuals. The problem formulation addresses the challenges faced by visually impaired individuals in achieving economic self-sufficiency and how a structured talent management program can mitigate these challenges. The research aims to assess the effectiveness of this program in enhancing the economic capabilities of the participants. A qualitative method with a case study approach was used to gather in-depth data from program participants, administrators, and related stakeholders. The research findings indicate that the talent management program has significantly improved the economic skills and opportunities for visually impaired individuals, leading to increased independence and better quality of life. The study concludes that a well-implemented talent management program can be a pivotal factor in empowering visually impaired individuals economically.

Keywords: Talent Management, Economic Independence, Visually Impaired, Program Implementation, Urunan Kebaikan Foundation.

Introduction

Individuals with visual impairments face greater challenges in accessing educational and employment opportunities compared to other individuals with

disabilities due to various factors highlighted in the research paper. These challenges include discrimination in the recruitment process, gaps in policy enforcement, inadequate support for vocational training, lack of confidence in existing policies, and psychological, social, and physical barriers in educational settings. Additionally, issues related to accessibility infrastructure further exacerbate these difficulties (Eseadi & Molegogeng Diale, 2023)(Oberes et al., 2023)(Boadi-Kusi et al., 2024)(Matobako & Molahloe, 2023)(Okonji et al., 2024). This issue hinders the full inclusion and successful career transition of visually impaired individuals, highlighting the need for increased support, recognition, training programs, and policy enforcement to enhance their access to educational and employment opportunities.

Habilitation services aim to enhance independence, social participation, and self-confidence for visually impaired individuals (Manitsa & Barlow-Brown, 2024). A comprehensive rehabilitation program is crucial for empowering visually impaired individuals towards a productive life (Okonji et al., 2024). In China, an inclusive higher education system supports visually impaired students, but universities struggle to provide adequate support (Sayed & Cenk, 2023). To address these challenges, universities should offer tailored programs, draw insights from special education colleges, and provide comprehensive support to ensure educational success and employment outcomes for individuals with visual impairments. This holistic approach can enhance independence and well-being among visually impaired individuals.

Stigma and discrimination against visually impaired individuals still persist in society and the workplace (Arrazola et al., 2023). Research shows that misconceptions about the abilities of visually impaired individuals hinder their access to job opportunities (Derbyshire et al., 2023). Furthermore, research highlights the discriminatory institutional factors in the labor market that hinder the employment of graduates with disabilities, emphasizing the need for policy interventions to address these barriers (Santuzzi et al., 2023)(Fuentes et al., 2024). Implicit bias against individuals with disabilities, including those who are visually impaired, has been identified among Human Resources professionals and individuals involved in hiring decisions, highlighting the need for increased representation of people with disabilities in the workplace (Okonji et al., 2024). These findings underscore the importance of

combating stigma and discrimination to empower visually impaired individuals to fully participate in social and economic life.

The total number of visually impaired individuals in Indonesia varies according to different sources. According to the Indonesian Ministry of Health in 2017, it is estimated that there are 3.75 million visually impaired people in the country (Izzah & Supriyadi, 2023)(Mulyono et al., 2022). Furthermore, data from the Ministry of Social Affairs for the year 2022 reported a total of 18,186 blind individuals, with 6,818 having low vision, representing the blind population in Indonesia (Mulyono et al., 2022). These figures highlight the significant population of visually impaired individuals in Indonesia, emphasizing the importance of developing assistive technologies and support systems to enhance their quality of life and opportunities.

In Indonesia, a significant number of visually impaired individuals face unemployment challenges. Data from various studies highlight the prevalence of visual impairment among the unemployed or underemployed population (Friani et al., 2019). Additionally, socioeconomic factors play an important role in the quality of life of visually impaired individuals, with employment status significantly impacting vision-related quality of life (Chai et al., 2023). These findings underscore the pressing issue of unemployment among visually impaired individuals in Indonesia, emphasizing the need for targeted interventions to enhance employment opportunities and support for this vulnerable population.

Research highlights the difficulties faced by visually impaired individuals in accessing job opportunities, including discrimination and limited access to job choices (Oberes et al., 2023). Factors such as low educational attainment and inadequate job design, exacerbated by the challenges of the Fourth Industrial Revolution, contribute to high unemployment rates among people with disabilities, including the visually impaired (Cabatay & Azizah, 2023). Initiatives are currently being implemented to empower persons with disabilities, including the visually impaired, aimed at enhancing their inclusion in economic activities and the labor market in Indonesia (Tumorang et al., 2023).

Previous research has explored the implementation of talent management programs to support the economic independence of visually impaired individuals

(Abhishek et al., 2022). Research in DKI Jakarta Province highlights the importance of talent management policies, such as competency development guidelines and human resource competency mapping, in promoting talent acquisition, development, and retention (Dwiputrianti et al., 2023). This finding highlights the potential of talent management strategies in enhancing the economic empowerment of visually impaired individuals.

Assistive technologies, such as voice-based email systems and smart robotic assistants utilizing AI and IoT technology, play a crucial role in enhancing accessibility and independence for visually impaired individuals, enabling them to access job opportunities (Malathi et al., 2023). Training programs focusing on life skills have been effective in helping visually impaired individuals, including those with mental disabilities, acquire various skills and promoting their independence (P et al., 2023). Additionally, identifying suitable economic activities and providing legal support for visually impaired entrepreneurs is a crucial step towards enhancing their economic independence and reducing environmental risks (Adel et al., 2023). Integrating talent management programs and technology aid holds significant promise in fostering economic independence among the visually impaired population, highlighting the importance of tailored support and innovative solutions (Madake et al., 2023).

Research gaps play a crucial role in directing impactful research advancements, especially in the field of implementing talent management initiatives to support economic independence of visually impaired individuals within organizations like the Urunan Kebaikan Foundation. Existing literature underscores the importance of identifying research gaps to make substantial contributions to the academic domain (Chand, 2023). The field of implementation science has emerged as a crucial focal point in bridging the gap between knowledge and practical application across various sectors, such as healthcare, through advocating evidence-based interventions to enhance outcomes (Westerlund et al., 2019). Additionally, engaging in research involves identifying knowledge gaps and understanding the underlying reasons behind them to promote further exploration and advancement (Michael Nnaemeka Ajemba & Ebube Chinwe Arene, 2022). By addressing these research gaps and utilizing principles of implementation science, organizations like the Urunan Kebaikan Foundation can

enhance the effectiveness of talent management programs for visually impaired individuals, thereby promoting economic independence and overall well-being.

Based on the background of the issue, the researcher is interested in conducting a study titled "Implementation of Talent Management Program to Support Economic Independence of Visually Impaired Individuals at the Urunan Kebaikan Foundation". The selection of the Urunan Kebaikan Foundation for research is due to its role as a nonprofit organization actively contributing positively to society, especially in education and empowering marginalized groups such as orphans, the disabled, particularly the visually impaired. Researchers are interested in studying these aspects because the findings are expected to help identify challenges faced by the visually impaired and identify opportunities to enhance their inclusion and empowerment. Additionally, the research results can be used to develop more effective strategies and policies in managing talent among the visually impaired. This includes designing training programs, improving accessibility, and developing inclusive work environments.

This research is important because visually impaired individuals often face challenges in accessing job opportunities and economic resources. Implementing talent management programs can help overcome these barriers and enhance their well-being. Many visually impaired individuals possess untapped potential and talents. With proper talent management, this potential can be developed and utilized to support their economic independence. Providing economic support to visually impaired individuals not only benefits them individually but also contributes to the overall social and economic sustainability of the community.

Using talent management approaches typically applied in business contexts to support economic independence of visually impaired individuals is an innovation that can offer new perspectives in developing inclusive programs. Many programs for visually impaired individuals focus on social assistance and welfare. However, this research emphasizes economic independence, which is a more sustainable and empowering approach. This study is conducted within the specific context of the Urunan Kebaikan Foundation, which may have unique approaches, programs, and

strategies that have not been extensively researched before. This adds value in terms of uniqueness and contributes new insights to the literature.

This research aims to assess how the talent management program implemented by the Urunan Kebaikan Foundation can help visually impaired individuals achieve economic independence. It identifies factors that support and hinder the success of implementing this program, aiming to provide recommendations for improvement and further development. The research also aims to offer valuable insights for policymakers, practitioners, and other organizations interested in implementing similar programs to support visually impaired individuals.

By combining the urgency, novelty, and research objectives, this study is expected to make a significant contribution to enhancing the economic independence of visually impaired individuals through innovative and targeted talent management approaches. Furthermore, by gaining a better understanding of the challenges faced by visually impaired individuals, the Urunan Kebaikan Foundation can improve their practices and procedures in recruiting, training, and developing visually impaired talent. This research can result in concrete recommendations for improving talent management of visually impaired individuals at the Urunan Kebaikan Foundation, as well as provide insights into best practices that can be applied. Additionally, this study can help raise awareness and understanding within society about the importance of supporting and empowering visually impaired individuals.

Literature Review

Talent management is a strategic approach crucial to organizational success, focusing on identifying, developing, motivating, and retaining individuals with exceptional potential and skills (Joshi, 2023)(Sen et al., 2023)(Rachmawati et al., 2023)(Zhulamanova et al., 2022)(M. Faseeh Ullah Khan, Hafiz Muhammad Ahmed Siddiqui, 2022). This involves processes such as talent acquisition, development, and retention to ensure these individuals contribute significantly to the organization's goals and vision. Talented individuals are viewed as valuable assets, challenging to find, and bring substantial value to the organization. Strategic positioning approaches underscore securing talent for pivotal roles within the organization. Effective talent management

practices are crucial for organizations to nurture their human resources and maintain competitive advantage in the current business landscape.

Economic independence refers to a country's ability to sustain economic growth without overly relying on external influences (Duhlicher, 2023). This is crucial to strengthen national sovereignty and integrity, especially in facing global economic fluctuations and pressures imposed by powerful entities (Helmy, 2022). Assessing vulnerability to external economic shocks and striving for real economic independence is crucial for countries aiming to sustain economic growth.

The historical evolution of the terms "difabel" or "disabilitas" has shifted from a legal concept limiting rights to a more nuanced understanding that emphasizes abilities rather than limitations (Bonner, 2023). In Defoe's works, disabilities are portrayed as outcomes of social interaction with political implications, illustrating how physical and sensory limitations impact kinship and virtue (Farr, 2023). Over time, various models of disability have emerged, reflecting societal attitudes and advancing towards a human rights-based approach that emphasizes equal participation and social protection (Sotska, 2023). Organizations like Fenapaes have influenced the conception of disability, advocating for dominance in special education through integrative and neo-productivist perspectives (Altschuler, 2023). In Latin America, increased attention to disability rights, influenced by the UN Convention, has highlighted social models and the specific experiences of local disabled individuals, emphasizing the importance of recognizing diverse needs to promote support, accessibility, and inclusion in society (Antebi, 2023).

The term "visually impaired" refers to individuals facing challenges due to limited or no vision, ranging from total blindness to partial vision loss, impacting daily activities (Dr.S. et al., 2023) (Pandey et al., 2023). Visually impaired individuals can rely on senses such as hearing and touch to navigate their surroundings (Bhatlawande et al., 2023). ²² To address the barriers faced by visually impaired individuals, innovative solutions have been proposed, such as wearable devices equipped with cameras that convert images into audio feedback (Neupane, 2022), medical assistants who assist in reading reports and device screens, and systems that detect and classify objects and

obstacles using image processing techniques. This progress aims to enhance independence, security, and quality of life for visually impaired individuals.

Talent management for the visually impaired involves recognizing the misconceptions and challenges faced by this group in the workforce (Bhaskar et al., 2023). The research emphasizes the importance of understanding the deep-seated attitudes and behaviors of visually impaired individuals to build successful and sustainable careers, highlighting the need for resilience, family support, and technology adoption (Bhaskar et al., 2023).

Research Methods

This research uses qualitative research methods. Qualitative research methods provide in-depth exploration of the experiences, perspectives, and contexts of visually impaired individuals and foundation staff regarding talent management, allowing nuanced understanding that is not easily captured by quantitative approaches (Costa, 2023) (Radović-Marković, 2023) (GÖKÇE, 2022) (Greckhamer & Cilesiz, 2022) (Denny & Weckesser, 2022). These methods, such as interviews, focus groups, and observations, enable flexible data collection, emphasizing the perspectives and experiences of participants. By employing qualitative techniques, researchers can investigate the intricacies of talent management practices, uncovering nuanced details and complexities that quantitative methods may overlook. This in-depth analysis helps uncover valuable insights to enhance talent management strategies and address the unique needs of visually impaired individuals within the context of talent management.

Qualitative methods play a crucial role in exploring new findings and theories emerging through in-depth data exploration (A. Dzogovic & Bajrami, 2023). They allow researchers to identify best practices, previously unknown challenges, and opportunities to enhance talent management for visually impaired individuals with disabilities (Flynn, 2023). Qualitative research provides unique insights into the experiences, behaviors, and emotions of individuals within specific socio-cultural contexts, helping to understand how individuals make sense of their lives in socio-cultural settings (Radović-Marković, 2023). By employing a qualitative approach, researchers can investigate the specific needs and perspectives of visually impaired

individuals, uncovering valuable information that may not be apparent through quantitative methods (Cissé & Rasmussen, 2022). This comprehensive exploration can lead to the development of more effective strategies to support and empower visually impaired disabled talents in various settings.

Qualitative research is highly relevant to organizational contexts as it investigates internal dynamics and workplace culture, providing valuable insights (Elliott et al., 2023) (Ponce et al., 2022). This methodology enables scientists to understand how and why people think and act as they do, uncovering social cycles and fundamental human behavioral systems (Radović-Marković, 2023). By utilizing qualitative methods such as in-depth interviews and ethnographic observations, researchers can gain a comprehensive understanding of organizational foundations (Greckhamer & Cilesiz, 2022). Additionally, qualitative research offers flexibility to explore cultural, social, political, and moral phenomena within organizations, aiding in the development of tailored recommendations and strategies (Cruz & Sarmiento, 2022). This approach allows for deeper investigation into what influences hierarchical behavior, working with additional background information plans, explicit and strong mediations.

The focus of this research is to analyze and evaluate the implementation of talent management programs in supporting economic independence for visually impaired individuals at the Urunan Kebaikan Foundation. This study aims to understand how talent management programs are applied within the foundation and the extent to which these programs contribute to enhancing the economic independence of participants with visual impairments. Specifically, the research will focus on the following aspects: understanding the design and implementation of talent management programs, talent training and development, assessing the program's impact on participants' economic independence, the role of stakeholders in supporting program implementation, as well as evaluation and recommendations. Through this research focus, it is expected to obtain a comprehensive overview of the implementation of talent management programs at the Urunan Kebaikan Foundation and their contribution to the economic independence of visually impaired individuals.

The data collection techniques in this research include interviews with key informants to explore in-depth information about the implementation of the program and its impacts. Additionally, direct observation of talent management program activities, such as training sessions, workshops, and participant activities in skill development, will be conducted. Documentation will also be gathered, including program-related data such as activity reports, training materials, participant data, and program evaluation records.

Key informants in this research include the Chairman of the Urunan Kebaikan Foundation serving as the program manager or talent management program coordinator, staff members of the Urunan Kebaikan Foundation managing the program, visually impaired individuals participating in the program, family members or caregivers of visually impaired individuals, other community or social institutions supporting the program, and business partners or program sponsors whose involvement through their corporate social responsibility programs has significant impact. (Wedysiage et al., 2021)(Hermawan et al., 2024). The key informants were selected to provide comprehensive insights into the implementation of the program, the challenges faced, and the program's impact on the economic independence of visually impaired individuals.

The validity of data in research can be attained through credibility and transferability testing. Credibility testing involves methodological triangulation and data source triangulation, member checking, and an audit trail. Technically, methodological triangulation employs various data collection techniques such as in-depth interviews, observations, and documentation to minimize bias and enhance data validity. For example, interview results with the Foundation Chairperson will be compared with observational data from training activities and documentation of activity reports. Data source triangulation compares information obtained from various key informants, such as the Foundation Chairperson, staff, program participants, and partners. For instance, interviews with program participants will be cross-verified with interviews from foundation staff and partners.

Transferability testing is conducted by providing detailed, clear, and systematic descriptions of the research context, methods used, and findings obtained. This enables

readers to understand and apply the research findings to similar contexts. Furthermore, compiling the research report in a way that allows other researchers to follow and replicate the study is essential. The report should include detailed information about the data collection process, data analysis, and interpretation of findings.

Member checking involves involving participants in verifying interview results and data interpretation. Meanwhile, an audit trail entails detailed documentation of the data collection and analysis processes to ensure transparency and replicability.

The data analysis in this study is conducted through several stages. First, data collection. Data is collected through in-depth interviews, observations, and documentation. Second, data reduction by sorting, selecting, and simplifying raw data obtained from interviews, observations, and documentation. Third, data presentation where the reduced data is presented in narrative form to facilitate understanding. This presentation includes descriptions of program implementation, talent training and development, program impacts, stakeholder roles, and evaluations and recommendations. Fourth, conclusion drawing and verification. Initial conclusions are drawn based on the presented data. These conclusions are then verified through triangulation and member checking to ensure the validity and reliability of the findings. The final conclusions will provide an overview of how the talent management program at Urunan Kebaikan Foundation supports the economic independence of visually impaired individuals.

Results

Based on interviews with informants and participatory observation, the research findings related to the success and challenges of the program can be summarized as follows. Gusti has extensive experience interacting with visually impaired individuals, starting from regular activities with visually impaired tenants to establishing the Urunan Kebaikan Foundation. Through his initiative, Gusti and his team addressed the challenges of the COVID-19 pandemic by launching the "Ayo Pijat ke Tunanetra" campaign, which significantly increased the number of visually impaired clients. Programs such as digital training, music, and scriptwriting focus on developing skills and economic independence for visually impaired individuals.

Zuhair, as a foundation staff member, plays a key role in managing the program. Major programs like the Gerakan Tunanetra Mengaji, Digital Training, and Black Screen Community have successfully assisted visually impaired individuals in various aspects, although there are challenges related to location and equipment limitations. Through ongoing evaluations and participant feedback, the foundation is committed to continuously improving the quality of the programs to support visually impaired individuals in achieving their economic independence.

As a participant, Febri experienced significant changes after participating in various foundation programs. Skills acquired from digital training, scriptwriting, and music helped Febri achieve economic independence. Support from the foundation and family greatly influenced Febri's achievements, including his success in starting an online business and competing in various activities.

Dewa, another visually impaired participant, showed improvement in skills, particularly in reading Braille Qur'an, thanks to the programs provided by Urunan Kebaikan Foundation. The foundation also assisted Dewa in learning music, scriptwriting, and digital training. The foundation's support played a crucial role in overcoming personal challenges and motivating Dewa to excel and achieve economic independence.

Mukhlis benefited greatly from the digital training offered by the foundation, including skills in creating proposals and CVs. Mukhlis's role as a digital training instructor demonstrates significant development in his skills and self-confidence as a visually impaired individual. The foundation's support in combating laziness has been a crucial factor in Mukhlis's success in achieving economic independence.

As Febri's mother, Bu Sulastris observed positive changes in Febri after participating in the foundation's programs. Family support is crucial to the program's success, and Bu Sulastris hopes the foundation will continue to develop programs for visually impaired individuals to achieve greater economic independence.

Bu Ismi from Lentera Qur'an supports the Urunan Kebaikan Foundation program, particularly in providing Braille Qur'an. Support from organizations like Lentera Qur'an strengthens the sustainability of the program and highlights the

importance of collaboration in supporting the economic independence of visually impaired individuals.

Bu Nia from Uni Nia's Kitchen, as a donor or sponsor, actively supports the foundation's program. Bu Nia's motivation is driven by a sense of gratitude and commitment to assisting the visually impaired. Continuous support from Bu Nia underscores the crucial role of donors in developing and expanding the foundation's programs.

Discussion

The Talent Management Program at Urunan Kebaikan Foundation demonstrates a significant positive impact on visually impaired individuals, particularly in terms of economic independence and skill development. Programs such as Gerakan Tunanetra Mengaji, Digital Training, and Black Screen Community have successfully enhanced participants' skills and provided new opportunities in various fields. The improvement in skills such as reading Braille Qur'an, digital technology, and arts highlights the program's success in achieving its primary goals.

Some challenges faced include issues with participant mobilization, equipment limitations, and societal perceptions. Solutions implemented, such as forming the Kelompok Belajar Mengaji (KBM) and collaborating with donors to provide equipment, have helped address these obstacles. Ongoing evaluations and participant feedback collection are crucial steps for program improvement.

Family support, as demonstrated by Bu Sulastri, and donor involvement, such as Bu Nia, are vital to the program's success. Emotional and material support contribute to participant motivation and program sustainability. Collaboration with Lentera Qur'an as a community organization and Uni Nia's Kitchen as a business strengthens the program and underscores the importance of partnership in supporting the economic independence of visually impaired individuals.

Future development hopes for the program include expanding its reach, increasing the number of participants, and providing more job opportunities. The foundation's commitment to improving and developing the program based on

participant feedback indicates potential for greater sustainability and impact in the future.

Conclusion

This study demonstrates that the implementation of the Talent Management Program at Urunan Kebaikan Foundation has had a significant impact on enhancing the economic independence and skill development of visually impaired individuals. The success of the program is evidenced by the increased economic independence of visually impaired participants, the emotional and social support from family, donors, and other organizations or communities, and the innovation and adaptation in response to the pandemic through the launch of a campaign that successfully increased customer engagement and provided additional economic support for the visually impaired. The digital training programs, which align with market needs, also add positive value for participants.

Challenges encountered in running the program, such as equipment limitations and participant mobilization issues, remain obstacles that need to be addressed. However, efforts such as collaborating with donors to provide equipment have helped mitigate some of these challenges. Societal perceptions of the visually impaired and the programs they participate in may still face challenges. Increasing public awareness and reducing stigma should be a focus to maximize the program's impact. Although ongoing evaluations and participant feedback collection have been conducted, it is crucial to continuously ensure that participant input is effectively integrated into program improvements.

Recommendations for the development of the Talent Management Program to support the economic independence of visually impaired individuals at Urunan Kebaikan Foundation include: expanding the program's reach, enhancing equipment and infrastructure, increasing public awareness by educating the community about the potential and contributions of visually impaired individuals, strengthening emotional and social support, and improving the system for collecting and analyzing participant feedback to ensure that all input is accommodated in program improvements.

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