

Talent Management Development on Government Institutions Regional Civil Service Agency Semarang

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KEYWORDS	ABSTRACT
Development, Talent Management, Government Institutions, Regional Civil Service Agency Semarang Regency.	The organization's talent needs for the next five years are a translation of the strategy, and a reflection of the organization's vision and mission, taking into account internal demands as well as external demands. Quality aspects included in determining talent needs include knowledge and skills obtained from experience, competence, and personality in terms of organizational culture, it is clearly stated that institutional capacity development has indicators in institutionalizing a productive and positive organizational work culture based on the noble values of the nation's culture. According to the results of research at the Regional Civil Service Agency, Semarang Regency has implemented a value system that is the basis of ethics at work. It can be in the form of politeness, hospitality, communication that shows a noble value of the nation. Thus, from participatory and democratic comes the existence of work motivation that is always growing. By strengthening the value of employee discipline, the development of institutional capacity at the Semarang Regency Regional Civil Service Agency is maximized, this is strengthened by the enactment of PP No. 53 of 2010 concerning Employee Discipline, so that supervision is stricter and punishment is more firm and severe. In the institutional capacity building program at the Regional Civil Service Agency of Semarang Regency, a budget allocation is needed to support the implementation of all organizational activities. In accordance with World Bank theory which emphasizes the attention of talent management to the focus of the organizational environment which leads to financial and budgetary support in realizing all activities and needs of the organization. This type of research is Descriptive research. The approach used is a qualitative approach and a conceptual approach. The data source used is secondary data. Data analysis was carried out in a qualitative descriptive manner. Drawing conclusions is carried out by the deductive method, which is to draw conclusions from general to specific, especially those related to the research topic, namely the development of management talent towards government institutions. Capacity building takes a long time and requires long-term commitment and all parties involved. In the development of talent management of an organization both public and private sectors, Collective Commitments are the basic capital

that must be continuously developed and maintained properly. This talent management commitment is not only for power holders, but covers all components in the organization. The influence of mutual commitment is very large, because this factor is the basis of the entire design of activities and goals to be achieved together. It is expected to strengthen and strengthen the budget allocation method in accordance with the vision, mission and objectives of governance as well as the development of regional revenue sources.

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1. Introduction

The first step in implementing talent management is to map employees. This employee mapping aims to determine employees who include talents who will be included in the *talent pool*. The criteria or dimensions to be used are performance and potential. Performance represents the criteria or elements of what the candidate did in the past (*historical*), while potential represents the element that predicts what the candidate can do in the future. The performance aspect shows the consistency of candidate achievement, and the potential illustrates the extent to which the capability and readiness of employees or candidates occupy higher positions. An organization has a working mechanism that can realize good governance as aspired together in the completion of tasks to achieve common goals, In accordance with the theory of capacity development that is more formulated about the characteristics of capacity development in the form of a continuous improvement process which means it is an internal process that can only be functioned and accelerated with outside assistance, through work mechanisms with various parties who related to institutional capacity building(Widodo, 2004).

Judging from PP No. 59 of 2012 concerning the National Framework for Regional Capacity Development in terms of organizational culture, it is clear that institutional capacity development has indicators in institutionalizing a productive and positive organizational work culture based on the noble values of the nation's culture. According to the results of research at the Regional Civil Service Agency, Semarang Regency has implemented a value system that is the basis of ethics at work. It can be in the form of politeness, hospitality, communication that shows a noble value of the nation. Thus, from this participatory and democratic comes the existence of work motivation that is always growing(Yeremias, 2000). By strengthening the value of employee discipline, the development of institutional capacity at the Semarang Regency Regional Civil Service Agency is maximized, this is strengthened by the enactment of PP No. 53 of 2010 concerning Employee Discipline, so that supervision is stricter and punishment is more strict and severe.

Talent management is one of the relatively new concepts in the HR field. The term talent management was first introduced by McKinsey through a study "*the war of talent*" in 1997, which later became one of the first published books in 2001. Talent management strategy is a planned and structured organizational approach to identifying, developing and retaining talented employees in the organization. The goal is to hire employees who consistently deliver superior performance. Talent management is basically a model of HR development based on talent or talent. Understanding the term talent in general can be interpreted as 'talent or special skills. In the context of organizations, referring to the definition above, talent is defined as qualities possessed by certain employees, which are very valuable and needed in the organization(Berger, 2008). Another point of view states that talents are people who have the best qualities built,

nurtured by the organization for long-term processes, and these talents will become the next generation of the organization. Talent is not limited to a particular field or level of employees, but can be found at all levels and functions.

In the institutional Talent Management *development program* at the Semarang Regency Regional Civil Service Agency, a budget allocation is needed to support the implementation of all organizational activities. In accordance with World Bank theory which emphasizes capacity building attention to the focus of the organizational environment that leads to financial and budgetary support in realizing all activities and needs of the organization. According to the results of research at the Semarang Regency Regional Civil Service Agency, the budget allocation provided from the pure APBD is quite adequate, although it is seen from 2008-2012 has decreased. This is in accordance with PP No.59 of 2012 concerning the National Framework for Local Government Capacity Development Article 20 paragraph 2 that local government capacity building programs and activities implemented by local governments are charged to their respective Regional Budgets(Ratnasari, 2000).

The implementation of regional government in the perspective of regional autonomy is actually as the legitimacy and mandate of the community through the regional autonomy law, which contains the intention to strengthen the integrity of the nation as a diverse but still one state in sovereignty fighting for the rights of its people, for the sake of development, governance, and a complete society in a sustainable manner. The main objective of regional autonomy policy is to create community welfare through the provision of satisfactory *public services, development for economic growth, and public protectiveness* through the institutional role of local governments(Anderson, 2002) In this regard, local government institutions become very important in order to achieve these goals. For this reason, local governments must be strengthened in order to maintain adequate capacity in realizing the goals and nature of the implementation of regional autonomy.

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In the Talent Management of local governments in the perspective of regional autonomy, it is contained in the intent, that regional governments have sustainable competencies and

capabilities, so that in playing the role of governance institutions it is concretely aimed at serving the public interest (*public services*). Furthermore, the existence of local government capacity, of course, can be seen from the extent of the role of local government supported by the principles of real service for the community, along with the potential for governance that has the capacity to organize governance with all *good governance*(Kamariah, 2012). All of this shows that good governance is also determined by the attitude and commitment of individuals in local government structures.

2. Materials and Methods

This type of research is Descriptive research. The approach used is a qualitative approach and a conceptual approach. The data source used is secondary data. Data analysis was conducted in a qualitative descriptive manner(Sugiyono, 2013). Drawing conclusions is carried out by deductive methods, namely drawing conclusions from general to specific, especially those related to research topics, namely the development of *Talent Management* Against Government Institutions. Qualitative data analysis is carried out if the empirical data obtained is in the form of a collection of words and not a series of numbers and cannot be arranged into categories of data can be collected in various ways (observation, interviews, agencies, documents, and tapes)(Moleong, 2004). And usually processed first before being used in qualitative research including the results of interview transcripts, data reduction, analysis, data interpretation, and triangulation.

3. Results and Discussions

3.1 *Talent Management Development* for Government Institutions of Semarang Regency Regional Civil Service Agency

The first step that must be done in talent management is to describe the needs of talents in the future. In general, organizations know the needs of talent based on the vision, mission, strategy and values of the organization. In addition, what is also important to note is to estimate talent needs based on external challenges, such as government policies in the field of human resources, apparatus or civil servants. After formulating future talent needs, it is necessary to conduct an assessment to identify employees, so that employee maps and development are obtained.

Based on the conceptual framework of talent management, the talent management process is a translation of the HR management strategy that aligns with the organization's strategic planning, and must reflect the achievement of the vision and mission. The first step that needs to be done in the talent management process is to identify future talent needs. The organization's talent needs for the next five years are a translation of the strategy, and a reflection of the organization's vision and mission, taking into account internal demands as well as external demands. Quality aspects included in determining talent needs include knowledge and skills obtained from experience, competence, and personality(Berger, 2008).

Talent Management Development in the dimension of organizational strengthening, one of which is strategy and culture. The relationship between the two shows the need for direction in one aspect, namely the process of achieving effective goals by developing an organizational culture system with leadership, communication and value system strategies. From the results of data analysis obtained at the Regional Civil Service Agency of Semarang Regency, an organizational culture is built to have a positive effect on the implementation of all work activities to achieve common goals. Judging from PP No. 59 of 2012 concerning the National Framework for Regional Capacity Development in terms of organizational culture, it is clear that

institutional capacity development has indicators in institutionalizing a productive and positive organizational work culture based on the noble values of the nation's culture (Keban, 2000). According to the results of research at the Regional Civil Service Agency, Semarang Regency has implemented a value system that is the basis of ethics at work. It can be in the form of politeness, hospitality, communication that shows a noble value of the nation. Thus, from participatory and democratic comes the existence of work motivation that is always growing.

Talent Management Development in local governments in the administration of local government is a must and should be directed at the ability to exercise the authority and responsibility possessed by utilizing available resources / supporting factors as effectively as possible. In this regard, it can be affirmed that the success rate of Government programs is greatly influenced by the capacity of the local government itself. *Talent Management* according to Grindle (1997) and UNDP (1999) boils down to three levels of institutional capacity development, namely: 1) system level, 2) organizational level, and 3) individual / apparatus level. At the system level, namely: concerning the regulation and strengthening of government work programs and government system policies. At this level, local governments are expected to develop and implement rules outlined in good and directed Standard Operating Procedures (SOP) and/or Minimum Service Standards (SPM) for the benefit and excellent service to the needs of the community, towards good and measurable service accountability. At the organizational level, it includes: local government organizational structure, local government decision-making process, and SKPD procedures and working mechanisms (Sedarmayanti, 2012). That the local government organization (SKPD) is indeed formed based on the potential and interests of the community in terms of ease of public services for the community, and the existence of the local government organization (SKPD) is indeed to bring government services/control span closer between the government on the one hand and the community on the other, but further than that is the creation of strong synergy between the government and the community and the private sector as others Regional Development Stakeholders (Sedarmayanti, 2012).

The existence of local governments with all capacities that have the potential and power to improve community welfare collectively and togetherness in building community life in accordance with the mandate of the regional autonomy law. Because, the existence of a civil society will also be determined by how much the existence of local government and its apparatus can influence and encourage the community to exist in building for the common good in a sustainable manner. It can be suspected that the existence of local government so far is still in the domain of further strengthening the identity of its apparatus and organizational structure and regulatory system that can support the achievement of good governance for the development of regional potential and its community as a form of local government accountability in the process of implementing local government in accordance with the mandate of Law Number 32 of 2004 concerning Regional Government, which gives direction to the realization of regional governance that has the capacity to determine the joints of national life, statehood in a sustainable manner in the perspective of regional autonomy (Kamariah, 2012).

3.2 Talent Management Development *Strategy* for Government Institutions of Semarang Regency Regional Civil Service Agency

Talent Management *Development* as an effort to adjust policies and regulations as well as reform institutional structures and organizational culture, modify procedures and coordination mechanisms, improve human resource skills and qualifications, and change individual value systems and attitudes as a way to meet the demands and needs of implementing more democratic regional autonomy in the welfare of the community. Local government capacity building means efforts to adjust, reform, and modify all policies, regulations, procedures, working mechanisms, coordination; improve the skills and qualifications of local government

apparatus; and change the value system and attitudes that are used as references for local government apparatus so that local governments are able to carry out democratic governance in improving community welfare(Widodo, 2004).

That is, if the people as a whole have undergone many changes and dynamics, while the public bureaucracy has not changed and always maintains its stability, then the people will leave it or at least will turn to find alternative bureaucratic services and no longer care about what the public bureaucracy does. In turn, the public bureaucracy will have difficulty generating the participation of the people or the people who are indispensable for the implementation of that development. *Talent Management* includes three levels of intervention:

1. System level, namely intervention in the regulation of work programs and policies in the local government system so that it can support the achievement of the desired goals.
2. Institutional level, namely intervention in structuring organizational structures, organizational decision-making processes, work procedures and mechanisms, management instruments, and relationships or networks between one organization and another.
3. Individual level or apparatus, namely intervention on improving the quality of individual local government apparatus so that they have skills, knowledge, attitudes, ethics, and work motivation so that they are able to carry out *good governance*.

Local government capacity building through interventions at the system level, institutional level, and individual level or local government apparatus is an effort with a multidimensional approach(Anderson, 2002). Therefore, the planning must be determined in rational time stages: short, medium, and long. Each stage must be assigned priorities. The first priority of all these stages is to create supporting policies and regulations that can create an effective and efficient system to achieve the goals. The supporting policies and regulations are a more operational elaboration of the Regional autonomy framework based on Law Number 32 of 2004 and Number 33 of 2004 which in the form of adjustments and modifications to all organic laws and regulations in the form of regional policies such as local regulations, regional head decisions, and DPRD leadership decisions(Yeremias, 2000). All such policies and regulations should clearly describe the procedural systems and mechanisms involved at all levels. The next priority is to deal with problems that occur in relations between units and between sectors within the local government.

There are many forms to choose from in the Local Government (Pemda) HR development model. However, there needs to be a development framework that is relevant to each existing activity. For example, strategic areas in the Local Government Strategic Plan should also determine the type, quantity and quality of human resources needed in the regions, especially for the needs of local government institutions/institutions. Experience shows that often human resource development is not associated with regional strategic needs, and even seems to contribute less to the local government itself. In the context of HR, it should be focused on developing: 1) skills and expertise, 2) insight and knowledge, 3) talents and potentials, 4) personality and work motives, and (5) morale and work ethic. Traditional capacity building and organizational strengthening focuses on development resources almost entirely on human resource issues, processes and organizational structures. The modern approach examines all dimensions of capacity at all levels (mission strategy, culture, management style, structure, human resources, finance, information assets, infrastructure) including interactions within the broader system especially with other existing entities, shareholders and customers(Anggraini, 2007). There are many opinions in institutional capacity development seen from the theory above that the dimensions that concern organizational strengthening are strategy, culture, management style, structure, human resources, finance, information assets and infrastructure.

4. Conclusion

The conclusions in this study are as follows: The output results of the *Talent Management* program are in the form of a list of talent mapping that will be proposed for succession to positions. Through the program, it can be known competent human resources needed in certain positions. This means that employees who are on the proposed talent list cannot be sure whether to be promoted or not depending on the commitment of the leadership in utilizing talent. These employees are only prepared or mapped to occupy higher positions. The results of assessments related to career coaching that have been followed up by employees through individual employee development activity reports have not run optimally because they are only the results of competency mapping and no further analysis has been carried out.

Strengthening *Talent Management* takes a long time and requires long-term commitment and all parties involved. In the development of the capacity of an organization, both public and private sectors, *Collective Commitments* are the basic capital that must be continuously developed and maintained properly.

This commitment to *development management talent* is not only for power holders, but covers all components in the organization. The influence of mutual commitment is very large, because this factor is the basis of the entire design of activities and goals to be achieved together.

Talent Management Development as an effort to adjust policies and regulations and reform institutional structures and organizational culture, modify procedures and coordination mechanisms, improve human resource skills and qualifications, and change individual value systems and attitudes as a way to meet the demands and needs of implementing more democratic regional autonomy in the welfare of the community.

And the following are suggestions that can be continued for further research, We recommend that there is dynamic leadership *Talent Management* that opens up broad opportunities for every element of the organization to carry out capacity development. With conducive leadership like this, it will be a trigger tool for each element in developing its capacity.

Talent management is important to maintain and develop employee competencies and careers. The commitment of leaders in talent management is very influential where its role is in selecting and promoting talents to become leaders in the future. In addition, leaders must also be independent of *conflict of interest* and be fair and not side with a particular person or group.

Improvements were made to work mechanisms and methods as well as working relationships between Local Government organizational units and between Local Government organizational units and other parties. It is expected to strengthen and strengthen the budget allocation method in accordance with the vision, mission and objectives of governance as well as the development of regional revenue sources.

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