

COMPETENCY DEVELOPMENT OF STATE CIVIL SERVANTS THROUGH TALENT MANAGEMENT

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Abstract

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Talent management is a strategic technique that is used by companies to find, develop, and keep individuals that have great potential in their company. In the context of the ASN, talent management is an approach that tries to improve the efficiency of government organizations through the administration, development, and motivation of ASN individuals who possess outstanding qualities and potential. Because of this, the purpose of this study is to analyze the relationship between the implementation of talent management and the growth of the competencies of the state civil apparatus (ASN). This investigation takes a qualitative approach and makes use of descriptive research tools. According to the findings of the research, ASN must possess three distinct types of competencies: technical, managerial, and socio-cultural competencies. The development process for these competencies can be carried out through talent management, which requires a commitment to leadership, equitable career advancement, and the avoidance of conflicts of interest.

Keywords: Competence, State Civil Apparatus, Talent Management, Human Resources.

1. INTRODUCTION

HR, or human resources, plays a key role in any successful business. Humans are a strategic aspect in all organizational operations since the organization is developed based on the vision and mission, which are managed and carried out by humans in accomplishing them (Yulianah, 2021). Knowledge, methodologies, and approaches to HR management are necessary for organizing and managing HR to fulfill organizational goals. Management of state civil apparatus (ASN) resources is also necessary since they are a strategic aspect in public organizations (Ayuningtyas, 2022).

State civil servants who are competent, competitive, free from political interference, and free from corruption, collusion, and nepotism can be attained through the management of professional, value-driven, ethical, and politically neutral state public officials (Yulianah 2022). According to State Civil Apparatus Law No. 5 of 2014, ASN management is now merit-based and does not discriminate on the basis of a person's political affiliation, race, skin color, religion, origin, gender, marital status, age, or disability. Qualifications, proficiency, and results are taken into account under the merit system (Sahambangung et al., 2019).

ASN competence is related to the talent it has. In a government agency, information from the results of talent management can be used to see competency development needs (Hasanudin 2023a). However, in the existing conditions, several government agencies in carrying out competency development have not paid attention to the conditions of the ASN talents they have. This is possibly due to the absence of talent management running at the agency, or maybe there has been talent management, but has not succeeded in providing a real description of the condition of ASN talent in the agency (Hasanudin 2023c). Another possibility that can also occur is that there is talent management, but the results have not been integrated with ASN competency development. This is what makes the ASN competency development program in government agencies not right on target (Suparman & Soantahon, 2022).

The Talent Management Policy in the Indonesian Bureaucracy is specified in Government Regulation No. 11 of 2017 regarding the Administration of Civil Servants. Article 134 Paragraph 2



Letter "d" specifies that the Merit System employed in the Management of Civil Servants includes criteria such as career management consisting of planning, development, career patterns, and succession planning groups derived from talent management (Rifai et al, 2021). Talent management is one of the endeavors made to manage the state's civil apparatus in order to acquire the most qualified candidates for specific positions. Based on Article 179, paragraph 3, of the Government Regulation No. 11 of 2017 pertaining to the Management of Civil Servants (PNS), this regulation is applicable. According to the demands of the agency, civil servants who are part of the succession plan group may be nominated to fill vacancies (Krissetyanti, 2013).

Talent Management is a system that facilitates the growth of high-performing organizations (High Performance Organizations). Thus, when bureaucratic organizations are encouraged to improve their performance, it is necessary to have competent Human Resources occupying key bureaucratic positions (Adiatiani, 2020). Through a talent management system, a transparent and equitable selection process will be developed in a systemic manner, so that individuals with the greatest potential and capacity will have greater opportunities to pursue better and more rapid careers (Hasanudin, 2023b).

According to Apita (2021), talent management is regarded to be able to increase the quality and competence of ASN in government agencies, which can help achieve strategic goals of national development and improve public services. The management of Indonesia's most valuable resources, or talents, who work for the government and have the potential to speed up the country's overall growth is the objective of the national talent management program. In light of this, the primary purpose of this research is to investigate and investigate the process of the development of ASN competences through talent management.

The findings of this study, it is believed, would be able to make a significant contribution to the expansion of ASN competences through people management. It is intended that the findings of this research can serve as a basis for the government and other connected agencies to use in the establishment of ASN competency training programs that are more effective and efficient. In addition to that, it is anticipated that this investigation will contribute to a deeper comprehension of the significance of talent management in the evolution of human resources within the public sector.

2. METHODS

The type of research used is descriptive qualitative. This research is a type of research that describes or describes an object of research based on its characteristics. Qualitative descriptive research aims to explain the phenomenon in depth through data collection. If the data collected is in-depth and can explain the phenomenon being studied, then there is no need to look for other sampling (Moleong, 2014; Yulianah, 2022). Descriptive research seeks to convey responses regarding existing communication strategies based on data and observation results, then through data presentation, analysis and interpretation of data. The researcher only makes categories of actors, observes symptoms, and records them in his observation book. This research does not seek relationships, does not test hypotheses, and does not stick to theory. Thus the researcher can freely gather the information needed from the research object while in the field.

3. RESULTS AND DISCUSSION

A. ASN Competency Development

Competence is very important for an organization. Setiadiputra (2017) argues that competence includes doing something, not just passive knowledge. Competence is not only knowing what to do but doing what needs to be known. An organization must be able to continue to develop through many things, one of which is the development of HR competencies. According to Dewi Sartika (2017), competency-based HR development is absolutely necessary so that organizational goals can be achieved. Competence is a determining factor for a person in producing good performance and also the success of the organization in achieving goals.

One of the rights granted to ASN under the Law of the Republic of Indonesia Number 5 of 2014 about the State Civil Apparatus is the ability to continue enhancing its level of expertise. The



Government Regulation of the Republic of Indonesia Number 17 of 2020 Concerning Amendments to Government Regulation Number 11 of 2017 Concerning Management of Civil Servants states that the goal of competency development is to fulfill ASN competency needs, specifically providing PNS with position competency standards and career development plans. These regulations are derivatives of the original Government Regulation of the Republic of Indonesia Number 11 of 2017.

Even more eloquently, the State Administration Agency (LAN), a non-ministerial government agency that is authorized to carry out ASN studies and education and training, in the Regulation of the State Administration Agency of the Republic of Indonesia Number 10 of 2018 Concerning Competency Development for Civil Servants, states that every civil servant has the right and the same opportunity to take part in competency development by taking into account the results of the per capita competency test. This regulation was issued by the State Administration Agency of the Republic of Indonesia in

Competencies can be broken down into three categories: technical competence, management competence, and socio-cultural competence. ASN has to have all three types of competences. The knowledge, abilities, and attitudes or behaviors that are explicitly connected to the technical field of the position and can be observed, measured, and developed are the components that make up technical competence. The knowledge, abilities, and attitudes/behaviors that may be observed, measured, and cultivated to lead and/or manage organizational units are referred to as managerial competencies. These competencies can be used in either capacity. The term "socio-cultural competence" refers to the knowledge, skills, and attitudes/behavior that can be observed, measured, and developed related to the experience of interacting with a pluralistic society in terms of religion, ethnicity and culture, behavior, national insight, ethics, values, morals, emotions, and principles. This is a requirement that must be met by each position holder in order to obtain work results that are in accordance with the role, function, and position of the individual.

In order to achieve targeted ASN competency development, there are a series of stages that must be taken, namely compiling competency development needs and plans, implementing competency development, and evaluating competency development.

a) Compilation of Needs and Competency Development Plans

Preparation of needs and competency development plans need to consider the needs of employees and the general needs of the organization with a planning system that is rational, holistic (integrated), directed, effective and efficient. Therefore, each institution is obliged to prepare an annual employee development plan so that employee development needs can be mapped according to the needs of the agency with the appropriate path. The stages of inventorying types of competencies, verifying competency development plans, and validating needs and competency development plans are required for the preparation of needs and plans for agency level competency development, as stated in Regulation of the Head of LAN number 10 of 2018.

b) Implementation of competency development

Competency development for ASN can be implemented through teaching or instruction. Formal education is used for competency development in order to strengthen the knowledge and expertise of public workers. Improvements in knowledge, abilities, skills, attitudes, and professional personality of civil servants are among the goals of competency development through this learning pathway. Another objective is to close the gap between competency standards and/or position requirements and the competencies of civil servants who will fill positions.

c) Competency development evaluation

The third stage of the competency development process is evaluation. Evaluation of Competency Development at the agency level is carried out through an assessment mechanism of the suitability between the competency development plan and the implementation of competency development; as well as the benefits of carrying out competency development to increasing competence and improving employee performance.

B. Competency Development of State Civil Servants Through Talent Management

Management of state civil servants with basic principles, professional ethics, independence from



political interference, and freedom from corruption, collusion, and nepotism is necessary for the implementation of human resources as a competent and competitive apparatus. Talent management is an approach to managing the state's civil machinery in order to recruit and retain top-tier individuals in key roles. (Ahmad, 2020; Sumardani et al., 2023).

Based on Article 179 paragraph (3) Government Regulation Number 11 of 2017 concerning Management of Civil Servants (PNS). Civil servants who are part of the succession plan group can be nominated to fill vacancies according to the needs of the agency. Employees are important actors in the success of an organization, so organizations must have human resources (HR) that develop employees who are already owned by the organization. Organizational success in talent management can be seen from the organizational mindset that prioritizes fair employee development, implements a performance culture to assess and measure employee success, has executive sponsorship in supporting the development of employees with high potential, and implements a complete and accurate staffing information system. employment data.

In talent management, conditions and obstacles are often encountered related to the career development of the civil servant concerned. There are several inhibiting factors, including :

- a) Leadership commitment and limitations in its application.

The output of the talent management program is in the form of a list of talent mapping that will be proposed for position succession. Through this program, competent human resources can be identified that are needed in certain positions. This means that employees who are on the list of proposed talents cannot be ascertained whether they will be promoted or not depending on the leadership's commitment to utilizing talents. These employees are only prepared or mapped to occupy higher positions. The results of assessments related to career development 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 have not been carried out further analysis.

- b) Less optimal follow-up of assessment results.

The results of the assessments that have been carried out are not followed up which results in the competencies possessed by employees not being fully utilized and planned for employee career development. This is also one of the weaknesses in implementing the merit system in government agencies, namely in the competency gap analysis process and performance gap analysis based on the 2019 Report on the Assessment of the Implementation of the Merit System in the Management of State Civil Apparatus (ASN) in Government Agencies (Zuhriatusobah et al., 2023).

Talent management is important for maintaining and developing employee competencies and careers. The leadership's commitment to talent management is very influential where its role is in selecting and promoting talents to become leaders in the future.

Leaders who have a high commitment to talent management will be actively involved in the process of identifying and assessing existing talents in the organization. They will involve themselves in determining clear and objective selection criteria to determine who has the potential and ability to serve as a potential leader. With a strong commitment, leaders will see talent management as a long-term investment for organizational success, and they will devote the necessary time and resources to ensure that the talent selection process is carried out carefully and appropriately.

leadership commitment is also reflected in the promotion of talents who have been identified and well developed. Committed leaders will provide fair and sustainable opportunities for talents to move up the career ladder. They will support talent development and nurturing through training, mentoring and mentoring programs tailored to individual needs. Thus, the talents will feel valued and motivated to continue to improve competence and contribute optimally to the organization.

In addition to the commitment factor, leaders in talent management must also keep themselves free from conflicts of interest and be fair and impartial to certain individuals or groups. It is important for leaders to carry out a fair and proportional career development process in order to show an increase in someone's position or status in their work.

Fair and proportional career development ensures that every individual has equal opportunities to develop their potential and achieve achievements in their careers. Leaders must ensure that decisions



regarding promotion, promotion, education and training, and competency development are based on objective and transparent criteria. With fairness in career development, individuals will feel valued and motivated to continue to contribute optimally.

Fair career development also provides significant benefits for the organization. By rewarding and supporting talented employees, organizations can retain potential and competent human resources. This will create a positive work environment, where employees feel recognized and valued for their contributions. In addition, fair career development can also increase employee loyalty and attachment to the organization, thereby reducing the turnover rate which has the potential to harm the organization.

Thus, it is important for leaders in talent management to keep themselves free from conflicts of interest and to be fair and impartial. In career development, fairness and proportionality must be the main principles that guide the decisions and actions of leaders. By carrying out fair career development, individuals and organizations will mutually benefit from each other in a sustainable manner.

4. CONCLUSION

Competency development is the right of every ASN, whether working in central or regional agencies. The development carried out should ideally be in accordance with the planning of competency development needs obtained from the results of competency and performance gap analysis. ASN competency development is important for an organization to achieve its goals. ASN has the right to develop their competence in accordance with applicable regulations. There are three types of competencies that ASN need to have, namely technical, managerial, and socio-cultural competencies. The competency development process includes developing needs and development plans, implementing competency development, and evaluating competency development. In addition, ASN competence development can also be carried out through talent management, which involves leadership commitment, fair career advancement, and avoidance of conflicts of interest. By implementing good competency development and talent management, organizations can maintain and develop competent human resources and achieve long-term success.

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