

## Talent Management-Based State Civil Apparatus Career Development

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### Keywords

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**Abstract.** Civil servant career development through talent management is an entity that is prioritized by the government. Talent management is a strategic approach to identifying, developing, and retaining individuals with exceptional potential and performance for critical organizational positions. The purpose of this study is to investigate and describe talent management-based state civil apparatus (ASN) career development in the context of a contemporary public service system. This study employs a qualitative approach and descriptive methodologies. The study's findings indicate that the Implementation of Talent Management adheres to the merit system's objective, planned, transparent, timely, accountable, political intervention-free, and KKN-free principles. Talent development in ASN is carried out through three main approaches: career acceleration, competency development, and qualification improvement. Although talent management-based ASN career development sounds good, there are several inhibiting factors that need to be addressed, such as leadership commitment and less than optimal follow-up assessments. It takes strong leadership commitment and policies in implementing a merit system and proper follow-up on ASN assessment results so ASN career development can run well.

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### 1. INTRODUCTION

Equipment that is both competent and competitive professional, value-driven, ethical, politically non-partisan, collusion- and nepotism-free public officials are key to effectively managing the state's human resources (Suryanto & Darto, 2020). Management of ASNs is now merit-based rather than based on factors such as an individual's party affiliation, race, skin color, religion, origin, gender, marital status, age, or disability, as mandated by Law Number 5 of 2014 about State Civil Apparatus. The merit system is implemented on the basis of skills, achievements, and experience.

There has been a shift in the dominant paradigm about human resources management. Human resources are now seen as an asset, or human capital, by organizations and must be managed as such (Ulrich, 1998). Strategic human resource management, also known as SHRM, is defined as "the integration of HR management with organizational strategy for the purpose of enhancing performance" (Hendry & Pettigrew, 1986).

Human resource managers, in order to carry out their strategic role, must be well-versed in the whole range of employee and HR capabilities and articulate how they may be leveraged to gain a market advantage (Angliawati & Fatimah, 2020). Strategic human resource management appears to have risen to the level of a need. Additionally, the contemporary characteristics of human resources are linked to societal shifts, particularly as we enter an era of information born of usable knowledge and technology (Riniwati, 2016). Human resources professionals in the modern day are expected to constantly expand their knowledge base to keep up with the industry's rapid pace of evolution.

The government issued Presidential Regulation of the Republic of Indonesia Number 18 of 2020 pertaining to the 2020-2024 National Medium-Term Development Plan in accordance with the merit system regulations. In Appendix I of the Regulation, one of the indicators for increasing productivity and competitiveness is described: the management of national talent management, which includes: (a) Mapping talent needs and equipment based on areas of expertise and profession; (b) Management of talent pool and inventory database; (c) Increasing skills, capacity and performance, as well as career development and talent acquisition; and (d) Creating an environment conducive to attracting talent.

Based on this explanation, the government's primary objective is to promote personnel management through a talent management system that has been designated in the mid-term development plan and to mandate the program's implementation at the central and regional levels across all agencies. In actuality, however, many organizations have not yet implemented talent management in ASN career development. Rosyadi (2014)'s research demonstrates that since the era of regional

autonomy, the bureaucracy in Indonesia has been subject to very strong political intervention, which has prevented the bureaucracy from developing effectively on the basis of a merit system.

According to Setiawan et al. 2021, a talent management system is a type of HR management system that encompasses the stages of acquisition, development, retention, and placement of employees. These stages prioritize employees based on high potential and high performance as determined by an assessment process. The adoption of a merit system, whether it be on an institutional or national scale, can benefit from and be complemented by talent management. In addition, the national career pattern makes it possible for ASN to work in a variety of positions and agencies, as required by Government Regulation Number 11 of 2017 concerning the Management of Civil Servants, as well as Government Regulation Number 17 of 2020 concerning Amendments to Government Regulation Number 11 of 2017 concerning the Management of Civil Servants. Naturally, assistance with national talent management is required for both of them, and this requirement is outlined in a ministerial regulation.

It is not always simple to put talent management into practice in the context of ASN career development. There is a possibility that a number of obstacles will present themselves, including a dearth of information concerning the potential and performance of ASNs, continual shifts in policy, and disparities in the various parties' points of view concerning career advancement. As a result, the purpose of this study is to investigate and assess the progression of careers for public officials based on talent management.

The purpose of this study is to provide a contribution to the existing body of academic literature and to serve as a reference for academics and practitioners working in the domains of public administration, human resource management, and organizational development. To achieve these goals, the research will take a scientific approach and will be based on reliable data. As a result, it is envisaged that this research will be able to make a substantial contribution to strengthening the career development of state civil servants and, ultimately, to raising the efficiency and effectiveness of public services for the community.

## 2. LITERATURE REVIEWS

### A. Talent Management

Rampersad (2006) argues that: "Talent management is a way of managing talent in an organization effectively, planning and developing succession in the company, realizing the maximum self-development of employees, and optimal utilization of talent." Lewis & Heckman (2006) defines talent management as "A whole process starting from recruitment, placement, to development and planning for the development of employees in a better direction."

Talent management is a continuous process which includes: (1) Making plans for talent needs; (2) Developing an image to attract the best talent from the talent market; (3) Ensuring that new talent enters the organization immediately reaches a productive level; (4) Carry out programs to retain the best talent; (5) Facilitate the continuous flow of talent to the units, locations, departments, SBUs (Sub Unit Units) in the organization that have the most significant impact on organizational excellence (Pella, 2011).

In light of the foregoing, it is reasonable to conclude that talent management is the process through which a company's management oversees its talents in order to remain competitive in the marketplace. Planning, finding, hiring, onboarding, training, evaluating, managing, and fairly compensating all of a company's personnel are all aspects of talent management. Attracting, assessing, training, and retaining outstanding personnel is a challenge for every company in today's talent-intensive business environment.

### B. State Civil Apparatus

State Civil Apparatus (ASN) refers to the career path established for Civil Servants and Government Employees with Work Agreements who work for Government Agencies under Law Number 5 of 2014. Employees of the State Civil Apparatus (also known as ASN Employees) are State employees who have been appointed by a government official or given other State responsibilities and are paid in accordance with the laws of the State. Employees, as defined by A. W. Wiaya (2006), are

"human workers who are always needed and, as a result, become one of the main capital in cooperative efforts to achieve certain goals" (organization).

There are two categories of ASN personnel, referred to as PNS and PPPK, respectively, as detailed in Article 6 of Law Number 5 of 2014. ASN workers who have been given a permanent position by the Civil Service Officer and who carry an NIP are considered "civil servants" for the purposes of Article 6 letter (a). A PPPK, as defined in Article 6 letter (b), is a member of the ASN who has been designated by the Personnel Development Officer as a Work Agreement Employee in light of the requirements of Government Agencies and the mandates of this Law. Given the above, it's safe to assume that all people who work for the state or government are civil servants, since their job is to serve both the state and the community. Furthermore, civil servants are the government's backbone when it comes to administering the state and fostering national development.

### C. Career development

Nawai (2006) defines a person's career as the succession of jobs they've held over the course of their life. According to this definition, a person's job title is just one of many titles they'll hold throughout the course of their working life. According to Mangkunegara (2005), career development is an HR process that aids workers in seeing their professional futures with the firm, with the ultimate goal of maximizing the potential of both the business and its workers. Career development, as defined by Sadili Samsudin (2006), is "an initiative to enhance employees' technical, theoretical, conceptual, and moral abilities through education and training in accordance with the needs of the job/position."

Based on what we learned about career growth above, both employees and employers play a part in this process. Career planning is the responsibility of the employee, while career development programs are the responsibility of the organization or firm, with the goal of helping employees reach their fullest professional potential.

## 3. METHODS

A qualitative technique is used in this investigation. This study provides an in-depth description of talent management-based ASN career development through written narratives acquired from observations and interviews done by researchers, which is consistent with a qualitative technique according to (Sugiyono, 2011). The research method employed is descriptive research. According to Raco (2010), the qualitative approach emphasizes the quality of information, credibility, and richness of information possessed by informants rather than the number of individuals utilized as informants. Furthermore, to evaluate the data, the researcher employs Miles and Huberman's interactive analysis approach, which comprises data reduction, data display, and conclusions and verification. Meanwhile, researchers employed data triangulation to validate the data by verifying other sources. Because researchers want to know the reliability of data gathered from existing sources.

## 4. RESULTS AND DISCUSSION

To maximize organizational goals and accelerate national development, Talent Management seeks to (Dewi, 2020): 1) increase the achievement of strategic goals for national development and improve the quality of public services; 2) find and prepare the best talent to fill key positions as future leaders and positions that support the organization's core business (core business); and 3) encourage the improvement of position professionalism, competency, and ethics. To strengthen and speed up the implementation of the Merit System in Government Agencies, we must: 4) realize an objective, planned, open, timely, and accountable succession plan; 5) ensure the availability of talent supply to align the right ASN with the right position at the right time based on the strategic objectives, mission, and vision of the organization; and 6) strike a balance between ASN career development and agency needs.

Talent Management is carried out based on a merit system with the following principles:

- objective. Specifically, the procedure in ASN Talent Management that is organized in accordance with the actual scenario without being influenced by personal subjective ideas or judgments. ASN Talent Management develops Successors in each Target Position that will be vacant in the previous year in a systematic and structured manner based on the target;

- Open. All ASN employees have access to information on ASN Talent Management, including implementation stages, criteria, and information on talent determination.
- On schedule. Vacant target positions in ASN Talent Management can be instantly filled by Successors, ensuring that there are no vacant positions for an extended period of time and ensuring talent supply in filling target roles.
- Accountable Performed in compliance with appropriate standards/guidelines and is trackable;
- Political interference is prohibited. ASN Talent Management is independent of political influence and/or pressure; it is devoid of KKN practices. ASN Talent Management is free of corruption, collusion, and nepotism.

Talent development in the context of the state civil apparatus (ASN) has three main approaches, namely career acceleration, competency development, and qualification improvement. Career acceleration is carried out through cadre schools, which aim to identify and prepare individuals with potential to occupy strategic positions in government agencies. Cadre schools are an important platform in finding and developing ASNs who have superior talent and leadership qualities.

In addition, competency development is also the main pillar in talent development. The State Administration Agency (LAN) has a key role in organizing ASN competency development. The approach used includes ASN corporate university with classical and non-classical methods. Through a corporate university, ASN can take part in various training programs designed to improve skills and knowledge in various fields relevant to their duties and responsibilities.

ASN competency development is not limited to formal training at corporate universities, but also through learning inside and outside the office. In the context of learning in the office, ASN can attend seminars, workshops or short trainings organized by their own work units or other relevant agencies. Meanwhile, learning outside the office involves participating in external conferences, workshops or training organized by external parties or government partners.

The development of other necessary competencies is also the focus of this approach. This includes training in technical and non-technical skills that can improve the quality of public services and the overall performance of ASN. For example, training in management, communication, leadership and information technology is an important part of competency development to improve the quality of ASN work.

Furthermore, the improvement of talent qualifications is carried out through learning assignments. Study assignments are one way to provide opportunities for ASNs who have the potential to improve their education and qualifications through further studies or intensive training programs. In this context, ASNs that are included in the talent management box with the highest rank will receive priority in obtaining learning assignment opportunities.

The career pattern of civil servants (ASN) needs to undergo a significant transformation in order to be able to face competition from the corporate sector and retain talent that has been well-earned in the government bureaucracy. The progress of the government bureaucracy is highly dependent on the existence and quality of the talents who contribute to the delivery of public services. Therefore, there needs to be serious attention to how ASN career patterns can be built by accommodating various important aspects.

The importance of building an attractive ASN career pattern that suits the needs of the bureaucracy is crucial. ASN who have superior potential and talent need to get the opportunity to develop and have a career in the government environment. An attractive career pattern will create a fun and motivating work environment, so that talents feel valued and empowered in developing their potential and skills.

In ASN career development based on talent management, it might sound very good. However, 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 talent management program in the form of a talent mapping list that will be proposed for position succession is an important first step in identifying the competent human resources needed for

certain positions. Through this program, organizations can identify and gather ASNs who have superior potential and leadership qualities to prepare them to fill key positions in the future.

However, it is important to remember that decisions regarding the promotion and utilization of talent are not solely determined by the talent management program alone. The possibility of ASNs being listed on the talent list for succession is not always promoted depending on several factors, including the commitment and policies of the leadership or organizational management. Despite having good potential, promotion and utilization of talents still have to go through other considerations such as organizational needs, availability of appropriate positions, and the performance of the ASN concerned.

ASNs who are included in the talent list are usually prepared or mapped to occupy higher positions in the future. This means they have the opportunity to develop and undergo career development in accordance with their potential and competence. However, the promotion and utilization of talent must be carried out in a fair and transparent manner, taking into account objective and relevant factors.

Assessment results related to career development reported by ASN through individual ASN development activity reports need to be further evaluated so that they can provide optimal benefits. In addition to competency mapping, a more in-depth analysis needs to be carried out to understand individual development potential and needs. That way, more appropriate recommendations and steps for career development can be taken to help ASN achieve optimal growth and development in accordance with organizational goals.

#### **b) Less optimal follow-up assessment**

Failure to follow up on ASN assessment results can be a serious problem in career development and the implementation of the merit system in government agencies. The results of the assessment that were not followed up meant that the competencies possessed by ASN were not utilized optimally, so that their potential and quality could not be optimized for the benefit of the organization.

One of the negative impacts of not being able to follow up on the results of the assessment is that ASN can feel underappreciated and less motivated to develop further. When the competencies that have been measured are not linked to clear career development, civil servants may feel constrained and less motivated to improve the quality of their work. This can lead to low individual performance and wasted potential.

This problem can also be a weakness in the implementation of the merit system in government agencies, especially in the competency gap analysis and performance gap analysis processes. Without proper follow-up, the results of the competency gap analysis will not provide maximum benefit in determining opportunities for ASN development and coaching. Analysis of performance gaps is also less effective because without proper action, ASNs who have the potential to improve their performance will not be able to reach the expected level.

It is important to improve the system and process for following up on the results of the assessment to ensure that ASNs get the opportunity to develop according to their potential and competence. This can include developing clear and concrete career development plans, training and coaching according to individual needs, and implementing reward and incentive programs to encourage achievement and increased performance.

In addition, it is important for ASN management and direct superiors to be committed to implementing the merit system properly. They need to be actively involved in the process of analyzing competency and performance gaps, as well as providing support and guidance to ASNs in planning and achieving their career goals. Thus, ASN will feel valued and encouraged to continue to develop so that their potential and performance can be optimized.

## **5. CONCLUSION**

Talent Management in the state civil apparatus (ASN) aims to increase the achievement of national development and public service strategic goals, find the best talent for key positions and support the core affairs of the organization, encourage professionalism and talent performance, realize objective and planned succession plans, and align ASN with the right positions. In the talent

development approach, the focus is on career acceleration through cadre schools, competency development through various trainings, and qualification improvement through study assignments. It is important to overcome inhibiting factors, including leadership commitment and follow-up assessments, as well as building attractive career patterns to maintain and optimize talent in the government bureaucracy.

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