Optimizing ASN Talent Development with Human Capital Management

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ARTICLE INFO	ABSTRACT
Keywords: Talent Development, State Civil Apparatus, Human Capital	Human capital management is a strategic approach in human resource management that focuses on increasing the value and effectiveness of individuals in organizations. In the context of public services, improving the quality and competence of ASN is a key factor in achieving efficient and responsive government performance. However, many government agencies face challenges in identifying and developing the potential of existing ASNs, as well as facing dynamic changes in societal demands and organizational needs. This study aims to investigate and analyze optimal ways of developing and utilizing the potential and skills of the state civil apparatus (ASN) through a human capital management approach. This research uses a qualitative approach with descriptive methods. The research results show The results of the study show that the application of the concept of Human Capital Management (HCM) in the development of ASN in a planned and structured manner has a positive impact on organizational performance and public services. Through identification of individual potential and competencies, as well as appropriate coaching and mentoring, ASNs are able to improve their professionalism and adaptability in dealing with changes in the work environment. The use of information and communication technology (ICT) also contributes to increasing collaboration, efficiency and innovation within organizations. The merit system implemented in performance management provides incentives for ASN to work more productively and have superior performance. In addition, a positive and inclusive organizational culture creates an inspiring work environment and supports the growth of ASN.
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INTRODUCTION

Development of human resources is an integral part of efforts to improve capabilities so as to achieve a high level of productivity or be more productive. therefore strategic steps are needed in preparing professional human resources in all aspects of life (Bariqi, 2018). This cannot be separated from the essential meaning of human resources. Human resources are a design of various formal systems in an organization with the aim of ensuring the effective and efficient use of human expertise to achieve organizational/company goals as desired (Astiwi, 2018).

The important role of human resources is a government goal and is included in the first national priority, namely the development of human resources is planned to take place on a large scale (Suprihanto & Putri, 2021). This is done on the grounds that the state cannot continue to depend on the wealth generated from natural resources. The key to future economic growth is Human Resource Development (Ruhana, 2012).

The implementation of personnel HR management is in accordance with the provisions of Law Number 5 of 2014 concerning State Civil Apparatus, Government Regulation Number 11 of 2017 concerning PNS Management and State Administrative Institution Regulation Number 10 of

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2010 concerning Competency Development of PNS where every Personnel Development Officer is required to make organized efforts to carry out apparatus HR development in the concept of Human Capital in directing the resources they have to achieve organizational goals (Ramadhan, 2019)

The concept of human capital is currently very important, not only for theoretical economists, but also for individual companies and the country's economy as a whole (Ekawati & Soleha, 2017). Most companies have started to prioritize the accumulation of human capital as the most valuable thing compared to the others. One way to accumulate human capital is to invest in people, their health and education (Adriani, 2019). Today, the study of the problem of increasing the efficiency of the use of human productive power, which is implemented in modern conditions in the form of human capital, is not only relevant, but put forward as a priority task in the structure of socio-economic research (Kasmawati, 2017).

Competency development is an important part of optimizing the development of talents owned by every State Civil Apparatus (ASN). As the main pillar in administering government, each ASN has an obligation to continue to develop their competencies to deal with dynamic changes in the world of work and increasingly complex task demands (Solong, 2020).

To ensure that the talents possessed can develop optimally, the competencies obtained need to receive further development in a directed manner. Targeted and systematic competency development is the key to preparing ASN to be ready to occupy the targeted positions (Kadarisman, 2018). In this context, every ASN must have a clear self-development plan that is integrated with their career goals. Training programs, workshops, mentorship, or other development activities can help ASN to improve specific skills and knowledge according to the needs of the intended position (Firmansyah & Fahrani, 2019).

In this context, human capital management has become a strategic approach that underlies organizational success in optimizing ASN talent. Human capital management does not only involve the recruitment process and ASN training, but also includes skills competency development strategies, and performance management that is oriented towards achieving the desired results (Rosiadi, 2019).

However, in the midst of the dynamics of societal development and increasingly complex demands, many government agencies face challenges in managing human capital effectively. This problem can be in the form of difficulties in identifying and utilizing the potential of existing ASNs, planning for human resource development that is not integrated, and a lack of understanding about optimal strategies for managing ASN talents.

Facing these various issues and challenges, this research will investigate and analyze approaches that can be optimized in developing ASN talents through human capital management. It is in this context that the right strategies and policies are important in integrating development and training programs, as well as identifying effective ways to optimally utilize ASN potential.

Through this research, it is hoped that a more in-depth understanding of how human capital management can improve the efficiency and quality of ASN performance in providing public services will be produced. The results of this study are also expected to provide practical recommendations for the government and public service agencies in designing more effective and sustainable ASN talent development strategies. Thus, this research can contribute knowledge and guidance for the government's efforts to improve the quality of public services and encourage the realization of sustainable and inclusive development for the community.

METHODS

The research method used in this study is a descriptive research method with a qualitative research approach. where the data collected is not in the form of numerical data, but data derived from interview scripts, field notes, personal documents, notes or memos of researchers and other supporting official documents (Sugiyono, 2011). The qualitative research method is a research method based on the philosophy of postpositivism, used to research on natural object conditions, (as opposed to experiments) where the researcher is the key instrument, data collection techniques are carried out in a triangulation (combined) manner, data analysis is inductive/qualitative in nature, and the results of qualitative research emphasize meaning rather than generalization (Anggito & Setiawan, 2018). Descriptive analysis methods are used to photograph conditions in the field and find facts by interpreting and accurately describing the nature of various group or individual phenomena originating from research findings. The researcher chose to use a descriptive research method with a qualitative approach. It is hoped that more complete, in-depth, and meaningful data and information will be obtained, so that the research objectives are achieved .

RESULTS AND DISCUSSION

1. The concept of Human Capital Management in ASN development

In accordance with Law Number 14 of 2014 Concerning State Civil Apparatus (ASN), where the vision of the ASN Law is to create ASNs that have integrity, are professional, serve, and are prosperous which moves ASN from the comfort zone to *the* competitive *zone* . Based on this vision, a concept for ASN competency development is needed based on the principles of Human Capital Management.

According to Chatzkel (2004), he defines *Human Capital Management* (HCM) as an integrated effort in managing and also developing human competencies to obtain higher quality performance. In the HCM concept, human resources are considered as capital as well as the main asset that must be managed and also developed so that the expected goals can be achieved effectively and efficiently.

In realizing competent and competitive ASN, of course, it is necessary to develop a planned and structured HCM-based concept. According to Robbins (2003), strategies and innovations that can be carried out to realize the potential of human resources have been described into 5 (five) elements that trigger organizational success, namely strategy, structure, technology, human resources, and culture.

First, from a strategic point of view, the right things must be formulated so that the organization has clear directions and measurable goals. This includes long and short term planning that focuses on developing and optimally utilizing the potential of ASN human resources. With a good strategy, organizations can identify training and development needs to face future challenges. Identifying training and development needs will help an organization to prepare its team members for changing technology, market and industry trends. In addition, this strategy can also improve the quality of HR performance and productivity, so that the organization is able to provide greater added value for customers and other stakeholders.

Second, from a structural point of view, in achieving competent ASN, one of the crucial steps is optimizing merit system-based performance management. With a merit system, employees are valued and recognized based on the quality of their performance, achievements and competencies. Optimizing the implementation of the merit system is expected to provide incentives for ASN to

work more productively and have superior performance, as well as encourage a results-oriented work culture. Through this system, ASNs who excel will get recognition and opportunities for further development, while ASNs who need improved performance can be identified and targeted to receive appropriate training. In addition, the implementation of a merit system-based ASN performance management will help create clear performance targets in accordance with the vision of the ASN Law. By having specific and measurable targets, ASN has more concrete guidelines for achieving organizational goals and creating more effective public services. Objective and transparent evaluation of performance also allows monitoring of progress and adjustments of appropriate strategies to suit developments and changes in the work environment.

Third, in terms of human resources, in order to achieve competent and adaptive ASN, providing training or training according to the needs of ASN is an important step that must be taken. Changes that occur in the work environment, and societal demands require ASN to continue to develop their skills and knowledge. By providing the right training, ASN can improve their competence and be ready to face growing challenges. Training tailored to individual and organizational needs can help improve the quality of performance and public services. ASNs will be able to acquire the latest knowledge, relevant skills and understanding of best practices in their field of work. In addition, training can also motivate ASN to continue learning and developing professionally, creating a positive learning culture within the organization.

Fourth, from a technology standpoint, the utilization and optimization of Technology, Information and Communication (ICT) is a vital step in creating competent and innovative ASNs. In daily work practice, ICT can be used synchronously, namely in direct and real-time interactions, such as video conferencing or online discussions. This enables more effective collaboration and speeds up the flow of information among employees, both at the local and national levels. In addition, the use of asynchronous ICT is also important to provide opportunities for ASN to learn independently and flexibly. An example is an online learning platform that allows employees to independently access training materials, self-development modules, or references. Thus, ASN can develop their skills and knowledge according to their needs and at a pace that suits their individual abilities. The use of ICT in work practices will provide impetus for ASN to innovate and seek new ways of carrying out their duties. Technology can open up opportunities to optimize work processes, increase efficiency, and find creative solutions to organizational challenges.

Fifth, from a cultural standpoint, a positive and inclusive organizational culture is key in creating an inspiring work environment and supporting the growth of ASN. When an organization promotes a culture that encourages collaboration and innovation, ASNs will feel encouraged to share ideas, work together and find the best solutions together. In addition, when the organization values diversity and achievement, every ASN feels valued regardless of background, gender or other personal characteristics. This spirit of cooperation and sense of fairness will increase ASN's motivation and commitment to the organization, because they feel they are being treated well and have the opportunity to develop according to their potential. By creating a positive and inclusive culture, the organization will achieve better performance and ASN will be encouraged to give their best contribution for mutual success.

2. OptimizationASN Talent Development with Human Capital Management

treatment is needed , including assigning the right supervisor/mentor, receiving education and training to improve their performance, having a healthy work environment, being paid according to

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their contribution, and knowing how they are developed. Of course it takes a decision-making framework and a common sense across business and work with leaders to implement it. The decision to determine talent rests with the leaders, not by HR managers. So it takes a common *mindset* and logical decision making to use. Some frameworks are made simple, intuitive and decision-making driven by managers or institutional leaders. ASN Talent Development itself aims to:

a. Improving the achievement of national development strategic goals and improving the quality of public services.
b. Finding and preparing the best talent to fill key positions as future *leaders*
c. Encouraging the increase in position professionalism, competency and talent performance, as well as providing clarity and certainty for talent careers.
d. Realizing an objective, planned, open, timely, and accountable *succession plan so as to strengthen and accelerate the implementation of the Merit System in Government Agencies.*
e. Ensuring the availability of talent supply to align the right ASN with the right position at the right time based on the strategic goals, mission and vision of the organization.
f. Balancing between ASN career development and agency needs.

In the context of Human Capital management, "Talent" (or "Talent Management") is a new approach that is more integrated and focuses on identifying, developing and optimizing individual potential within the organization. Unlike the traditional approach to human resource management which is more functional and transactional in nature, Talenta's approach emphasizes a strategy that is more proactive and oriented towards the long-term growth of the organization. Human Capital Management is the process of managing, developing and optimizing the potential and talents possessed by employees or ASN (State Civil Apparatus) in an organization or government agency. Here are several ways to optimize ASN talent through Human Capital management:

a. Identify Potential and Competence: Conduct an assessment of the skills, knowledge and expertise of each ASN. Identify the potential and competence of each individual to find out where they can make the best contribution.
b. Development Planning: Create individual development plans according to organizational needs and the potential of each ASN. This plan may include training, courses, seminars or mentoring to enhance their skills and knowledge.
c. Coaching and Mentoring: Establish a coaching and mentoring system within the organization. ASNs who are experienced and have special expertise can assist in directing other ASNs who are in the development stage.
d. Reward and Recognition System: Provide awards, incentives or promotions for ASNs who show outstanding performance and contribution. This will provide motivation for ASN to continue to excel.
e. Performance Management: Conduct regular performance evaluations to identify strengths and areas for improvement. By carrying out effective performance management, you can provide constructive feedback and help ASN to achieve its best potential.
f. Facilitate Work and Personal Life Balance: It is important to create an environment that supports balance between work and personal life. ASNs who feel valued and have a good balance tend to be more productive and involved in work.

g. Development Team: Form a special team that is responsible for managing the ASN development program. This team must have the ability to identify development needs, plan appropriate programs, and measure their effectiveness.

h. Involvement and Participation: Involve ASN in the decision-making process and provide opportunities to participate in challenging projects and initiatives. ASNs who feel valued and involved tend to be more enthusiastic at work.

i. Internal Career Promotion: Provide opportunities for ASNs to advance their careers within the organization. By providing internal promotion opportunities, ASN will feel valued and be more committed in the long term.

j. Routine Evaluation and Adjustment: Carry out routine evaluation of programs and policies related to Human Capital management. Adjust strategies and plans based on evaluation results to continue to improve ASN performance and talent management.

Optimizing ASN talent requires patience, commitment and support from the entire organization. By empowering ASN through effective Human Capital management, you can create a productive and innovative work environment and improve the overall performance of the organization.

CONCLUSION

The concept of managing Human Capital in ASN development is an integral approach to managing and developing human potential in achieving quality and competitive performance. The vision of Law Number 14 of 2014 concerning ASN, which is to create ASN that has integrity, professionalism, service and prosperity, requires the application of the concept of Human Capital Management (HCM). In this concept, strategy, structure, technology, human resources, and organizational culture are important elements that support the optimization of ASN competencies. In achieving this goal, steps are required such as formulating a clear strategy to identify training and development needs, optimizing merit system-based performance management, providing training according to individual and organizational needs, utilizing appropriate information technology, and creating a positive and inclusive organizational culture. ASN talent development requires special treatment in managing Human Capital. In this case, the identification of potential and competence becomes the basis for planning individual development according to the needs of the organization. Coaching and mentoring by experienced ASNs also supports the growth of ASNs that are being developed. The reward and recognition system must be implemented as a form of motivation for ASN to continue to excel. Regular performance management helps direct ASNs to achieve their best potential, while work and personal life balance must be encouraged so ASNs remain productive and engaged. The development team, ASN participation in decision making, internal career promotion, as well as regular evaluations and program adjustments are important steps in creating a productive, innovative work environment that supports the holistic development of ASN talents. By implementing the strategic concept of Human Capital Management and focusing on developing ASN talents, organizations can achieve strategic national development goals and provide quality public services.

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