

**Research Article**

# Understanding the Implementation of Talent Management Policy in Local Government Case Study in DKI Jakarta Province

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**Abstract.**

Talent management is one of the priority programs to encourage superior civil services with high integrity. However, there are still very few studies explaining how talent management is implemented in local governments. This study aims to provide a quick understanding of the implementation of talent management policy in the DKI Jakarta Provincial government. The research method is applied through a qualitative approach using data from interviews, focus group discussions (FGD), observations, and reviews of documents sourced from the DKI Jakarta Provincial Government, the State Civil Apparatus Commission, and academics. This study found that DKI Jakarta Province just issued an Enactment of the Governor's Regulation Number 8 for the Year 2022 concerning Talent Management.

Moreover, two policies, namely a decree of the Governor concerning Guidelines for the Implementation of Competency Development for Civil Servants through an Integrated/Integrated Learning System Approach; (Jakarta Corporate University); and a Decree of the Governor concerning the Map of Human Resource Competency Development in the DKI Government Environment in 2021-2022 have strongly supported the development of talent management. In addition, a high commitment of top leaders encourages the implementation of all stage's implementation of talent management, namely talent acquisition, talent development, and talent retention. However, this study also found that some internal policies were not implemented optimally. This condition is due to a lack of technical guidelines for the implementation, the need for more cooperation with various institutions in talent development, and the need to utilize resources and infrastructure that support the implementation of talent management.

**Keywords:** talent management, civil services, talent acquisition, talent development, talent retention, public policy, DKI Jakarta Province 6

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**Published** 21 June 2023

Publishing services provided by Knowledge E

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Selection and Peer-review under the responsibility of the ICoGPASS Conference Committee.


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## 1. Introduction

The existence of potential human resources is critical to ensuring that the managed organization can last a long time and be ready to face the changes and challenges of the future. The utilization of human resources can be done by implementing top HR management in this case, namely forming and maintaining superior talents owned by each employee in an organization. It is supported by Thunnissen et al. in their articles (1–3) state that organizations need to find superior and qualified Talent. However, even today, it can be said that the high competition in finding outstanding and quality Talent causes a scarcity of employee talent.

Since Law No. 5 of 2020 concerning the State Civil Apparatus (ASN) (4), several derivative government regulations regulate in more detail. One of them is the policy regarding talent management in Government Agencies which has been stated in Government Regulation 11 of 2017 concerning Civil Service Management. Article 134 Paragraph 2 Letter "d" notes that the merit system in civil servant management has predetermined criteria, including planning, development, career patterns, and succession plan groups which can be obtained from talent management. Furthermore, it is explained the implementation of talent management in Government Agencies, namely in the Minister of Civil Service Empowerment and Bureaucratic Reform (PAN&RB) Regulation Number 3 of 2020 concerning ASN Talent Management. These regulations have been made in implementing the merit system in Government Agencies and an alignment in applying talent management for Government Agencies in Indonesia. In the Minister of PAN&RB Regulation Number 3 of 2020 (5), talents are defined as ASN employees who meet the criteria to enter the succession plan group, while talent management is defined as national talent management and agency talent management. National and agency talent management is an ASN career management system that includes talent acquisition, development, retention, and placement stages. In this case, elected ASN employees will be prioritized to occupy target positions according to the ranking of competency and performance assessment results through implementation effectively and sustainably. National talent management is carried out to meet the needs of agencies nationally, while agency talent management is carried out to meet the needs of Central Agencies or Regional Agencies.

Talent management in Government Agencies is inseparable from the mechanism for implementing merit system ASN management. Talent management is an indicator of success in most aspects of the merit system, especially in career development. Therefore, all governments in Indonesia are required to implement ASN management

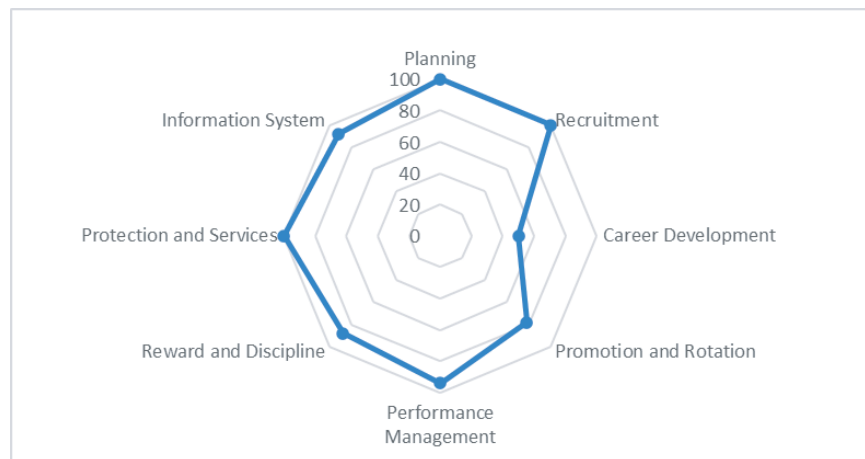
with a merit system-based approach, which prioritizes the principle of fairness in its implementation. The regional Government organizes merit system ASN management is the DKI Jakarta Provincial Government. The DKI Jakarta Provincial Government, which has a specialization as the Capital of the Republic of Indonesia, is required to be an example and guideline for other regional governments in implementing merit system ASN management. In addition to its specificity as the capital of Indonesia, DKI Jakarta Province also plays a role as a center of national economic, political and cultural activities that require a superior ASN and high integrity that can represent the image of the Indonesian Government. Based on KASN data, in 2021, the DKI Jakarta Provincial Government received a value of 310.5 with a good category for implementing its merit system. This value is obtained because several aspects still have high gaps, including career development.

### **1.1. Lack of Implementation Merit System in Career Management at DKI Jakarta**

The merit system ASN management at the DKI Jakarta Provincial Government has been done well in all aspects. However, from these results, it can also be seen that parts still require more attention, namely career development, and mutation promotion. These two aspects are considered very unfortunate that they did not run because they were the forerunners in creating and managing superior ASNs with high integrity.

This gap occurs because, until now, the succession plan owned by the DKI Jakarta Provincial Government is still in the development stage. After all, talent data has not been fully equipped. The incompleteness of talent management data is caused by the status of the talent pool from the DKI Jakarta Provincial Government is still in the form of a project running or working in progress. Therefore, 9 (nine) talent management boxes describe employees with high performance and competence in the talent management information system of the DKI Jakarta Provincial Government. However, it is only equipped only in the box column on numbers 4 (four), 8 (eight), and 9 (nine). Other box number columns cannot be completed because they are still developing. So that this also affects the unavailability of internal policies related to career patterns and talent management in aspects of promotion and mutation.

Figure 1 shows the evaluation from the Indonesian Civil Service Commission (Komisi Aparatur Sipil Negara or KASN) regarding the Implementation of the Civil Service (ASN) Management system and Talent Management in DKI Jakarta Province in 2021 (in Percentage).



**Source: State Civil Apparatus Commission (KASN, 2021), Assessment Results of the ASN Management Merit System in the DKI Jakarta Provincial Government**

**Figure 1:** Implementation of the State Civil Service Management Merit System and Talent Management at the DKI Jakarta Province of the Year 2021 (In Percentage).

## 1.2. New Policy of Talent Management in DKI Jakarta Province

The implementation of talent management in DKI Jakarta Province is supported by several internal policies, including the Governor's Regulation of the Special Capital Region of Jakarta Number 8 of 2022 concerning Talent Management (6). Talent Management is carried out based on a merit system with the principles of: (1) Objective where the process in Talent Management is in accordance with the actual situation without being influenced by personal subjective views or judgments; (2) Planning, namely preparing successors in each target position that will be vacant in planning and preparation systematically and structured according to the target; (3) Open where talent management information including implementation stages, criteria and talent determination information can be accessed by employees; (4) On Time where the target position in the management of vacant talents can be immediately filled by the successor so that there is no vacant position for a long time and pursue the supply of talents in filling the target position; (5) Accountable where talent management is carried out in accordance with applicable standards /guidelines and can be accounted for; (6) Independent from political intervention where the management of talents is free from political influence and/or pressure; and (7) Clean from corrupt practices, collusion, and nepotism (KKN), meaning that the management of talent management is carried out cleanly from KKN practices. In addition, Article 6 of this Governor's Regulation stipulates the stages of implementation of Talent Management, including a. Talent acquisition; b.

Talent retention; c. Talent development; d. Talent placement; and e. Talent monitoring and evaluation.

Besides the talent management policy, in early 2022, DKI Jakarta Province also stipulated (1) a decree of the Governor of the Special Capital Region of Jakarta Number 1211 of 2021 concerning Guidelines for the Implementation of Competency Development for Civil Servants through an Integrated / Integrated Learning System Approach; (Jakarta Corporate University); and (2) Decree of the Governor of the Special Capital Region of Jakarta Number 119 of 2022 concerning the Map of Human Resource Competency Development in the DKI Government Environment in 2021-2022.

These two policies are very supportive of the development of talent management, both from the aspect of Talent Acquisition and talent development. The results of this mapping determination become the basis for the provincial Government to carry out appropriate training and learning programs to increase the competencies. All State Civil Apparatus should match the competencies standards, both the managerial competence and field competencies for certain functional positions and other technical training, according to their respective duties and functions.

Integrating learners' activities in the workplace can reach 70 (seventy) percent. The blended learning model has various methods, such as direct practices, internships/work practices, secondment, and exchanges between civil servants and private employees/State-Owned Enterprises/Regional-Owned Enterprises. For collaborative learning activities in all communities and technical guidance, through interaction or by observing other parties/people, such as coaching, mentoring, and benchmarking, can reach 20 (twenty) percent. Meanwhile, learning activities through lecture methods inside and outside the classroom, such as technical training, distance training, and independent learning, can be done by 10 (ten) percent.

## 2. Theoretical Study

### 2.1. Understanding Talent Management

Talent management is an action taken to assist organizations in verifying employee availability and minimizing the scarcity of talented employees (7). Therefore, key positions in the organization cannot be given to all employees but to qualified or classified employees who are prepared to occupy these positions. Another meaning states, according to (8), talent management is a concept that is carried out to verify that key positions or positions in the organization in the future can be filled through the process

of planning, recruiting, developing, and retaining talents contained in the organization. Meanwhile, according to (9), talent management is a functional unit in an organization that is used to expand team member productivity through HR planning.

Talent management is part of HR management in an organization which is carried out by optimizing the maintenance of employee talents owned by the organization (10). Talent management is carried out through recruiting, developing, and retaining talented employees to commit to the organization. Verifying the key positions in the future can be filled properly to face the challenges of change and achieve organizational goals.

Talented employees in an organization can be interpreted as determining factors for the credibility or performance of the organization. Therefore, organizations that aim to grow must focus on finding, attracting, and retaining the best employees (11). According to (12) states that the talent management system is considered a successful process in identifying talents owned by employees and is also the most important managerial interest in the 21st century. Furthermore, (Narayanan et al., 2019) and other authors also stated that investing in a talent management system can positively impact the organization (13–15). Implementing talent management means helping the organization in terms of display, utilizing employee talents to achieve organizational goals, and ensuring maximum feedback from these talented employees to the organization. The effort that can be made in defending the organization from such rapid changes is to optimize the utilization of its human resources.

According to (16) put forward the objectives of talent management include: Getting the best Talent in an organization; Getting talented candidates to replace key positions; Utilizing employees and developing them; Developing career opportunities; Building an organizational culture to improve employee performance; Providing opportunities for qualified employees to improve rapidly; Develop a task plan to prepare for talent supply; Build work professionalism and a sense of ownership of the best-talented employees. Meanwhile, the benefits of talent management, according to (17), are: Putting employees in the right vision and mission; Enshrine highly talented employees; Better team member recruitment; Better understanding of employees; Better professional development decisions

There are several stages of the talent management implementation model. Figure 2 shows the talent management model according to Musakuro (18–20) and other authors. First, talent management was organized based on integrated methods to recruit, develop, and gain talented employees to producing a long-term organizational

competitive advantage. his study was approached with a qualitative approach. Therefore, a qualitative process is carried out as a strategy to collect and utilize all information related to the formulation of the problem.

Moreover, this study follows a descriptive analysis typology which aims to describe the actual conditions in the field and analyze the data findings. Finally, the form of study is evaluative, which seeks to see the success rate of a program. In terms of its application, this study is applied research that aims to solve problems practically.



Source: Musakuro, R. (2022). Talent Management Practices in a Selected South African Higher Education Institution. *Problems and Perspectives in Management*, 20(1), 532–542.

[https://doi.org/10.21511/ppm.20\(1\).2022.42](https://doi.org/10.21511/ppm.20(1).2022.42)

Figure 2: Talent Management Model.

## 2.2. Talent Acquisition

Talent management is related to the management of competencies and performance. The first step in managing these two things is done with the recruitment stage. The recruitment process is carried out based on the results of needs planning, or it can also be called a needs analysis. After conducting the recruitment process, a selection process is carried out, which refers to selecting and hiring applicants with potential skills, qualifications, and valuable experience to contribute more to the organization's success. The recruitment and selection process must have an implementation strategy to provide objective and fair results for all employees. It is certainly done in recruiting and selecting talented employees, so an approach is needed in its implementation (21,22). Talent Acquisition is an activity to find, attract, obtain, assess, and recruit talented prospective employees to meet the key positions needed now or in the future (23). In

the talent acquisition stage, several more steps define the stages of talent acquisition (24).



Source: Proceed from some kinds of literature and references

**Figure 3:** Talent Acquisition and Its Indicators.

### 2.3. Talent Development

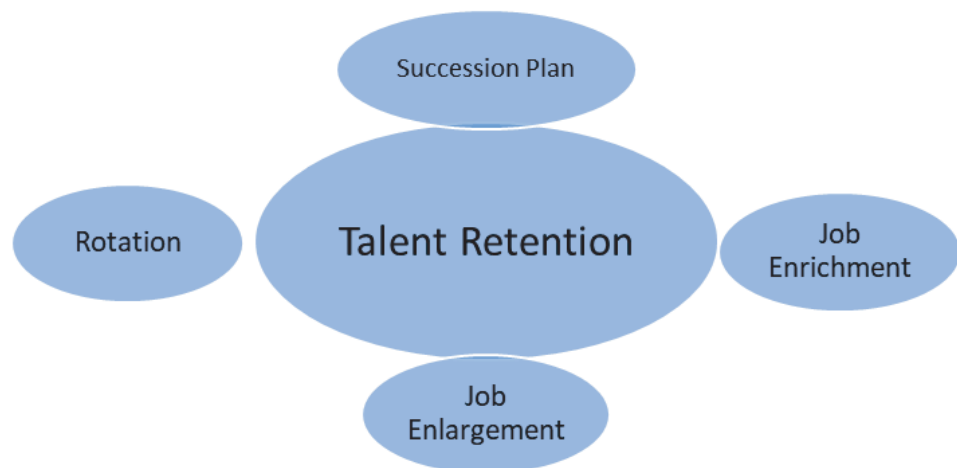
Training and development are important activities to improve employee performance through quality outputs that will be produced, which can impact the organization's quality. Training and development of employees can be divided into two parts. First, the concept of training refers to organizational planning. This training program is carried out specifically to facilitate organizational learning and is mostly short-term. Second is employee development which is almost the same as training because both concepts are related to improving performance. However, this is considered a more comprehensive concept, with long-term learning in the second. Learning here is intended to expand the individual through acquiring different knowledge, skills, and behaviors (25,26).



## 2.4. Talent Retention

Succession planning is a strategic approach taken to act as a plan to replace important leadership roles in the company. A comprehensive definition of this practice suggests that succession planning involves a variety of efforts to predict leadership requirements, recognize employee performance, develop employees, and improve the organization's program capabilities. In supporting these activities, it can be done through awarding awards, which reward employees carry out based on their contributions to an organization. Granting is considered to meet the specific needs of employees so that employees can be motivated to continue to contribute optimally, especially employees in the succession plan (27,28).

The model explains that recruiting, developing, and retaining Talent can benefit the organization in the future. In addition, the implementation of the talent management program can also provide for the employees themselves because they can have the opportunity to develop their talents. Therefore, this study will also measure the application of talent management in the DKI Jakarta Provincial Government through the *Talent Acquisition* stage. Talent retention is a strategy to maintain the talent position in the succession plan group as successors who are prepared to occupy target positions". Talent retention can be done through succession plans, position rotation, *job enrichment*, *job enlargement*, and awards. The results of the succession plan will contain the names of the successors. In addition, in the succession plan group, the order of placement of the successors who will occupy the target position and the projected post within the scope of the situation and Time.



Source: Proceed from references and primary data

**Figure 4:** Talent Retention and Its Indicators.

### 3. Methods

This study was approached with a qualitative approach. A qualitative process is carried out as a strategy to collect and utilize all information related to the formulation of the problem. Moreover, This study follows a descriptive analysis typology which aims to describe the actual conditions in the field and analyze the data findings. The form of study is evaluative, which seeks to see the success rate of a program. In terms of its application, this study is applied research that aims to solve problems practically.

This study's sources of data and information are primary and secondary data. First, preliminary data received from interviews and Focus Group Discussions (FGD) with Mrs. Head of the Regional Personnel Agency (BKD), Mr. Head of the Human Resources Development Agency (BPSDM), the head of the mutase section, the head of the career development section, assessor and several employees / ASN within DKI Province, the FGD also involved several functional officials such as policy analysts, staffing analysts, academics and researchers in the local Government and central Government. . Secondary data collected through the review of documents (reports, policies, secondary data, and other publications) related to talent management.

## 4. RESULTS and DiSCUSSION

### 4.1. Talent Acquisition in DKI Jakarta Province

#### 4.1.1. Identification and Determination of Critical Positions

A critical position is a core position in an organization with certain characteristics that must be met. Factors for essential roles of national ASN talent management are divided into 2 (two) namely national priority positions and positions that require very special and rare skills. Based on the results of interviews and FGDs, the stages of identifying and determining critical functions, the DKI Jakarta Provincial Government already has a position map. However, it is in the process of deciding on important roles. The position map is needed in the talent management process because it can describe all existing positions and their positions in the organizational work unit. The position map depicts the situation vertically and horizontally, which refers to the structure of authority, duties, responsibilities, and competence of the position. In the position map, the problem is depicted vertically and horizontally, which refers to the structure of authority, duties, responsibilities, and competence of the position. The DKI Jakarta Provincial Government is still in the process of determining critical roles. Establishing

essential functions must follow the organization's vision, mission, and strategic plan. It is done so that the determination of crucial positions is right on target and follows the needs of the long-term organization.

After the critical position is determined, the second phase analyzes talent needs based on the Medium-Term and Long-Term Development Plans (RPJM and RPJP). Analyzing the needs of talents is carried out under duties and functions, as well as critical positions. Likewise, exploring the needs of skills is carried out under responsibilities and procedures and vital roles. The subsequent analysis of talent needs will reveal information about how many and the types of talents the organization needs. The following analysis of talent needs will disclose information about how many and types of skills the organization need.

Based on interviews and FGDs, the DKI Jakarta Provincial Government already has an integrated talent profile with employee competency data. The talent profile can then be used as supporting data for talent management. This statement is supported by the results of the merit system assessment of the DKI Jakarta Provincial Government know 2021, which states that there is an employee profile based on competency mapping for JPT, JF, and JA, which has been integrated with the competency map information system. Therefore, the availability of employee profiles combined with the competency map is a good step because it is objective and accountable data.

The DKI Jakarta Provincial Government also has position competency standards. Position competency standards are the minimum competency standards that employees must possess in carrying out the duties of their positions. Position competency standards are considered important because they provide an overview of the quality of the work and the employees who occupy it. Based on the results of interviews and FGDs, SKJ at the DKI Jakarta Provincial Government is still in the process of being prepared for all levels of positions. However, for High Leadership Positions, they already have an SKJ, which can be said to be sufficient to start the implementation of talent management, especially for filling high leadership positions.

The objective performance appraisal standard is the same in assessing performance objectively and reflecting the actual performance. Rill performance appraisal standards can also compare one ASN with another in distributed performance rankings. Performance assessment for talent management owned by the DKI Jakarta Provincial Government follows organizational and individual performance targets. Performance management is implemented to provide transparency and objectivity in benefits and other compensation. Performance appraisal standards of the DKI Jakarta Provincial Government based on employee performance targets (SKP), performance plans (Renkin),

and work activities as stated in the DKI Jakarta Governor's Regulation Number 18 of 2020 concerning Performance Assessment.

#### 4.1.2. Acquisition Strategy Determination

After knowing how many and what types of talents are needed in an organization, the next stage is a talent acquisition strategy. The Personnel Development Officer determines the talent acquisition strategy in each Government Agency as a basis for implementing talent identification, assessment, and mapping within their Agencies. Meanwhile, the National ASN Talent Management Team establishes a talent acquisition strategy as the basis for identifying, assessing, and mapping talent nationally. Developing and determining talent acquisition strategies follows the talent management guidelines applicable to the DKI Jakarta Provincial Government, which are stated in the DKI Jakarta Governor's Regulation Number 8 of 2022 concerning Talent Management.

#### 4.1.3. Talent Identification, Assessment, and Mapping Phase

The fourth stage will be carried out by identifying, assessing, and mapping talents, including ranking performance in the category of performance status, which is divided into forms above expectations, according to expectations, and below expectations. Furthermore, the level of competence is divided into high, medium, and low categories ranked through performance assessments, *assessment centers*, competency tests, position track records, and other considerations according to organizational needs. Talent mapping is grouped into 9 (nine) talent management boxes *in the talent pool*. The following is a description of the 9 (nine) talent management boxes or *talent pools*:

In completing the talent acquisition stage, the DKI Jakarta Provincial Government has conducted an *assessment center* on its employees. This statement is evidenced by the existence of a talent management information system known as the *Talent Pool System*. The system contains data about employees who have conducted an *assessment center* and the results. Based on the results of interviews and FGDs, employees who have completed an *assessment center* as of May 20, 2022, are 32,430 employees, an increase from 2020 of 29,013. An *assessment center* is the most important infrastructure that must be available and prepared to build talent management applications. Furthermore, it is known that the *accreditation of the assessment center* of the DKI Jakarta Provincial Government has received a certification, which can prove the quality of the assessment of employees within the DKI Jakarta Province.

The DKI Jakarta Provincial Government also has a *talent pool* system to support the implementation of talent management in the DKI Jakarta Provincial Government. The Talent Pool System contains information about 9 (nine) talent management boxes (*talent pool*). The system has also described the report of talented employees who enter each quadrant of 9 (Nine) talent management along with their performance results and competencies. However, it is known that in the talent pool system, the 9 (nine) quadrants of talent management are only equipped in the level 4 (four), 8 (eight), and 9 (nine) quadrants. In contrast, the other quadrants are not filled with information on talented employees. Therefore, in addition to the complete list of qualified employees in each quadrant, the *talent pool* system has not been grouped based on the clusters owned by the DKI Jakarta Provincial Government. The existence of the clump can group employees according to the type of clump in charge of them. This condition will make it easier to map employees so that the career development process is aligned and on target.

## 4.2. Talent Development in DKI Jakarta Province

After making talent acquisition, the talent development stage will be carried out next. "(23) stated that talent development is carried out to develop talented employees to have a significant influence on the productivity and credibility of the organization". Talent development includes career acceleration carried out through cadre schools and competency development. This training can be done through *ASN Corporate university*, learning inside or outside the office, developing other competencies according to needs, and developing talents to increase qualifications that can be done through learning tasks.

The implementation of talent development is carried out based on ranking priorities starting from the highest order in the talent management box or *talent pool*. Talent development is divided into 2 (two) types, namely classical and nonclassical development. Indicators of talent development are described in Figure 4. These indicators consist of two types. The first type is the classical one which the learning process is carried out face-to-face in the classroom—this classical training and education, including formal education and scholarships. The second type is nonclassical development which is a competency development activity not only in the form of classroom learning but more emphasizes the process of learning work practices and learning outside the classroom.

This type of training includes an internship, mentoring, coaching, consultation, self-learning, *corporate universities*, cadre schools, civil service school (blended nonclassical dan classical class), learning tasks, and so on.



Source: Proceed from references and primary data

**Figure 5:** Talent Development and Its Indicators.

#### 4.2.1. Talent Development through Corporate University

*Corporate University* is a development method by providing training and education facilities through the development of learning and strategic knowledge of talented employees with existing activities that can positively impact organizational performance. As stated in the Talent Management Regulation, the plan to implement talent management development will be carried out through *the Corporate University* method and other methods according to needs. The interviews and FGDs concluded that in preparing for talent development, the DKI Jakarta Provincial Government had formed a

*Jakarta Corporate University* team. Besides, DKI Jakarta province developed a *Jakarta Corporate University* house that has been governed and socialized.

#### **4.2.2. Talent Development through Cadre Schools**

Cadre schools are talent development programs carried out based on the Government's concern to develop officials at the administrator level. However, the policy regarding the implementation of cadre schools has not been regulated by the Central or local governments. Therefore, this impacts the performance of cadre schools that the DKI Jakarta Provincial Government has not implemented in floating their talents.

#### **4.2.3. Talent Development through Learning Tasks**

Learning tasks are assignments officials give civil servants to continue their education. It is known that the learning task itself is a talent development program listed in the DKI Jakarta Governor's Regulation Number 8 of 2022 concerning Talent Management. In the regulation, talent development through learning tasks will be given to employees who have been included in the employees in quadrant 7 (seven) talent mapping.

#### **4.2.4. Talent Development through Competency Development**

The competency development program is a development program that is generally carried out to improve employee competence. The competency development program at the DKI Jakarta Provincial Government is stated in the Governor Regulation Number 110 of 2017 concerning the Implementation of Competency Development and Certification of the Human Resources Profession. Based on these regulations, employee competencies are developed through training, internships, upgrading, courses, seminars, exchanges of civil servants and private employees, technical guidance, workshops, and coaching. The implementation of competency development is carried out by the Board of Human Resources Development (BPSDM) of DKI Jakarta Province. Moreover, BPSDM coordination with the Regional Planning and Development Agency (Bappeda), the Bureau of Organization and Governance (Ortala), and all units of the blood government work unit (SKPD) in the DKI Jakarta Provincial is needed.

Based on this data, it can be concluded that currently, the DKI Jakarta Provincial Government is still in the process of implementing talent development but already has the concept of its implementation as stated in the DKI Jakarta Governor's Regulation

Number 8 of 2022 concerning Talent Management. Furthermore, in the process of developing talents, it is also carried out following the ranking priorities in *the talent mapping (talent pool)*.

### 4.3. Talent Retention in DKI Jakarta Province

Succession planning is a strategic approach taken to act as a plan to replace important leadership roles in the company. A comprehensive definition of this practice suggests that succession planning involves a variety of efforts to predict leadership requirements, recognize employee performance, develop employees, and improve the organization's program capabilities. In supporting these activities, it can be done through awarding awards, which reward employees carry out based on their contributions to an organization. Granting is considered to meet the specific needs of employees so that employees can be motivated to continue to contribute optimally, especially employees in the succession plan (27,28).

The model explains that recruiting, developing, and retaining Talent can benefit the organization in the future. In addition, the implementation of the talent management program can also provide for the employees themselves because they can have the opportunity to develop their talents. Therefore, this study will also measure the application of talent management in the DKI Jakarta Provincial Government through the *Talent Acquisition* stage, *the Talent Development* stage, and the *Talent Retention* stage.

#### 4.3.1. Retaining Talent Strategy

The strategy of retaining talents is carried out to carry out the implementation of talent retention can be carried out effectively and efficiently and following applicable regulations. Conducting talent retention can increase commitment and motivation for talented employees to show their competence and optimal performance in talent management. The stages of talent retention listed in the DKI Jakarta Governor's Regulation Number 8 of 2022 concerning Talent Management can be carried out through a position rotation, *job enrichment*, *job enlargement*, and awards.

#### 4.3.2. Mechanism for Retaining Talent

In the process of talent retention, of course, various methods can be applied to retain talents. Each method has its standards, so it cannot be given to all talented employees.



Based on the interview and FGD, the plan in the talent retention stage that the DKI Jakarta Provincial Government will carry out to retain its qualified employees in the *talent pool* is through awarding awards. The talent retention method listed in the DKI Governor's Regulation Number 8 of 2022 provided awards to employees in quadrant 9 (Nine), position expansion will be given to employees in quadrant 8 (eight), and position enrichment will be given to employees in quadrant 7 (seven). The regulation states that awards will be given to talented employees, namely in the form of training at home or abroad and in the form of special duties to improve their competence and performance. Employees mapped in the succession plan will be the top priority to occupy the target position. Therefore, there is a need for a mechanism to retain these employees.

## 5. Conclusion

Based on the data and information in this study, some indicators from each stage in talent management can be a measuring tool to understand how talent management applications can be evaluated. In this study, the talent management model was implemented using 3 (three) stages, namely talent acquisition, talent development, and talent retention. Some internal policies have been established as the basis for implementing talent management. The infrastructure needed is constantly being developed and improved, and refined. Currently, the DKI Jakarta Provincial Government is highly committed to implementing its talent management and continues to build the existing system comprehensively. However, some problems still need to be corrected in the future, such as not all employees can be assessed for competence, especially employees in functional positions. Given the many types of available jobs that exist today and a policy of transferring from several structural to active roles, it requires adjustment in the competency standards of certain operational positions that are still in progress.

## 6. AUTHORS' CONTRIBUTIONS

This study contributes to the science of administration and public policy, especially a better understanding of the application of talent management in local governments. International research and publications on applying talent management and management procedures in Government, especially local governments for cases in Indonesia, do not yet exist. This article can be a reference for researchers, practitioners, and

academics related to applying talent management in Local Government, which is associated with implementing the State Civil Apparatus (ASN) management merit system, especially the career management aspect.

## ACKNOWLEDGMENTS

This study could not go well without the help and cooperation carried out by various parties. First, we would like to thank the State Civil Apparatus Commission (KASN) for providing input and direction related to this study. Besides, KASN is permitted to use the evaluation data from the assessment of the DKI Jakarta Provincial ASN management merit system, which has been published on the KASN website. The second is the Governor of DKI Jakarta Province. He gave permission and dispositioned to the Head of the Regional Personnel Agency, the Head of Human Resource Development, and his staff to support this study. The third is the State Administration Institute of the Republic of Indonesia (LAN RI) and the Polytechnic STIA LAN Bandung, which facilitates this research as part of the duties and functions of the Tri Dharma of Higher Education. In addition, to all parties, the speakers, and the research team that I cannot mention one by one, hopefully, the results of this study can provide scientific and, in the field, especially for local governments.

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