

Research Article

Talent Management Policy and Meritocracy to Accelerate Bureaucratic Reform of Local Government: Comparative Study of Pontianak and Pekanbaru Cities

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Abstract.

The Indonesian government prioritizes implementing talent management for bureaucratic reform in civil service (ASN) management. The merit system index measures the implementation of human resource management based on meritocracy values in government agencies with a minimal score of 250. However, data shows that only 12.8% of district and city local government agencies are included in the good and excellent categories, which is still far from the target set. At the end of 2022, based on data from the Indonesian Civil Service Commission (KASN) assessment results, the Pekanbaru City Government (Riau Province) got an outstanding or “Good” category for the merit system index. On the other hand, Pontianak City (West Kalimantan Province) is also in the excellent or “Very Good” category. This study aims to analyze the efforts made by the Pontianak City Government and Pekanbaru City in implementing the ASN management merit system and identify strategies to implement talent management. Studies are based on the results of qualitative research through collection of data and information from various sources, such as interviews, observations, secondary data, and documentation. Purposive sampling is applied with primary data sources obtained directly from the location through documentary evidence, focus group discussion (FGD), and interviews. The results of the study found that the governments of Pontianak City and Pekanbaru City have prepared several policies and initiatives for merit-based ASN management, as well as the implementation of talent management. Political support encourages the implementation of good talent management to be the key to success, because of the understanding of the importance of human resources to improve public services and encourage economic growth and quality of life in Pekanbaru City and Pontianak City. The absence of in-depth studies of talent management applications in city/regency local governments, especially outside Java, can contribute significantly to both the application practice and the science of administration and public policy.

Keywords: talent management policy, civil service management, meritocracy, local government, bureaucratic reform

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Published: 19 March 2024

Publishing services provided by Knowledge E

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

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1. Introduction

Every organization increases employee satisfaction and competitive advantage by investing in talent that aligns with its business strategy as organizational commitment [1]. Human resource development works of literature underline that a talent management system is essential to the survival and sustainability of any organization, including the public sector [2]. This system involves receiving, identifying, and retaining highly talented employees who contribute significantly to the organization's progress [3]–[6]. In other words, the essence of this idea is that institutions should always be able to recruit, train, and retain talented people.

HR management in civil services focuses primarily on personal development to shape it in line with organizational performance (Vintilă et al., 2020). Management is usually done, among others, by providing financial rewards and incentives[7]. To support talent management, organizations must reward talents with a particular ability level [8], [9]. Training and strengthening competencies for new talented employees when they join the organization is one kind of reward as a talent retention strategy[10]. Organizations must attract as many employees as possible with the ability, commitment, and personality to work for the institution (Wolfswinkel & Enslin, 2020).

In Indonesia, talent management has applied to private and state-owned enterprises to retain and attract the millennial generation, including manufacturing industries, a growing and developing sector [11]. Private sector and state-owned enterprises' confidence in talent management aims to win the competition in acquiring and retaining the best employees [12]. Talent management is an organizational way of effectively managing employee talents, starting from planning and self-development to executive succession to the maximum and optimal[13]. While talent management in the civil government bureaucracy in Indonesia is still not massive, the initial application of talent management in the bureaucracy was marked by the issuance of Law Number 5 of 2014 concerning the State Civil Apparatus (Undang-Undang Aparatur Sipil Negara, 2014). One of the ministries progressively implementing is the Ministry of Finance of the Republic of Indonesia. Minister of Finance Regulation Number 60 / PMK.01 / 2016 concerning Talent Management of the Ministry of Finance and Regulation has been issued before issuing the Ministry of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2020 concerning Talent Management. The distribution of the regulation marked the beginning of the construction of a talent management system in the bureaucratic world of Indonesia. The lack of massive development and implementation of talent management is suspected by the lack of understanding of the Personnel Development

Officials about the importance of implementing talent management, the quality of human resources in the field of resources that have not been possible to build and oversee the implementation of talent management, and insufficient supporting budgets. In addition, stakeholders, especially bureaucrats, often need to understand talent management.

Implementing meritocracy in human resources or organizational human capital is critical to achieving competitive advantage in government organizations [14]. Organizations functioning globally have begun to realize their meritocracy value and importance in implementing talent management [15]. Talent management in its application needs to pay attention to several stages, such as talent acquisition, development, engagement, and retention [16]. The performance management process provides a means to build relationships with people, identify talent and potential, plan learning and development activities, and make the most of the organization's talent.

Despite the increasing attention to talent management in the academic literature over the past decade [17] talent management in the public sector has also begun to appear in various international literature (Kravariti & Johnston, 2020). However, in the case of career development and talent management in Indonesia, both international literature in administration and public policy are still very few. Especially those that discuss case studies in local governments, especially at the city government level outside Java Island. In 2023, the percentage of local governments at the district and city levels that have implemented a merit system with good categories and have implemented talent management will still be below 10 percent.

Talent management is essential for healthy, sustainable competition that encourages organizational performance. One of the things that has yet to be studied is related to talent retention in the public sector [18], [19]. Furthermore, Lee, in his article [20] explains how managed strategies improve organisational performance processes and connect with human resource (HR) strategies. The challenge ahead is to link the competency and skill needs needed by the organisation with the talent prepared. Furthermore, it was conveyed how talent management can affect the service and commitment of the organisation [9]. Some literature proves the level of satisfaction of its employees. This is also demonstrated through a study of nurses working in one of the hospitals in Malawi who have implemented talent management [21]. Talent management in the merit system itself is regulated by the Minister of Agriculture RB Number 3 of 2020 concerning Talent Management of the State Civil Apparatus. The definition of talent management in the regulation is the ASN career management system, which includes the stages of acquisition, development, retention, and placement of talents who are prioritised to occupy target positions based on the highest level of potential and performance

through specific mechanisms that are implemented effectively and sustainably to meet the needs of Central Agencies and Regional Agencies.

There needs to be more references to applying talent management in the public sector, especially in developing and middle countries. There have been several studies on talent management in the public sector in several countries, especially in developing countries, such as some countries in Asia and Africa. Some talent management practices in the public sector can be seen in Malaysia, among others. Studies related to talent development are one of the essential resources in public services in Malaysia [22]. Talent still needs to be improved in the public and government sectors, so the Malaysian government must strive to develop talent according to competition and organisational performance needs. On the other hand, many of his abilities have been developed and are good enough to fit the organisation's needs, but he left the government organisation. The government spends many funds to build the talents of its employees, but. However, there is a large gap between the competency and performance standards needed with current conditions. The Malaysian government has a case almost the same as in Indonesia, where the number of fresh graduates who entered the State Civil Apparatus has increased recently. However, the existing education system of campuses or universities does not provide specific skills for graduates to perform certain tasks or fill positions requiring particular skills.

Talent management is also built by institutions in the South African government. A particular concern in this country is related to the retention stages of competent employees in government organisations. The study results show feeble leaders in understanding talent management. Some technical direction related to talent development, performance management, strategies to retain the best talents, and performance-based compensation still needs to be revised. It is suggested in this study that government leaders are encouraged to adapt to change and have a mindset and culture that supports the application of talent management. Talented individuals are constantly motivated to improve their performance to add value and contribute to their institution's success. [23]. Iran is also one country that builds its talent management by creating a talent culture, mindset, and strategies to support infrastructure and systems that help implement its talent management in the public sector[24]. The country of Namibia, South Africa, has studied the application of talent management. One is a study conducted at the Ministry of Law and State Courts. It is concluded that talent management and its development are still quite challenging and require special attention from its leadership [25].

How talent management is applied within the scope of ASN management in the Indonesian government can be reviewed from the results of the assessment of the management merit system and ASN policies. The third aspect of the merit system assessment is the most critical in talent management, namely the career development aspect, because it involves determining the potential human resources in the regeneration of civil servants. Briefly, Permenpan RB number 3 of 2020 explained the stages of forming a talent management system; these stages are: (1) Government agencies conduct talent mapping using objective methods and are carried out by accredited assessment agencies or certified assessor teams; (2) Government Agencies conduct talent mapping for all employees, ranging from high leadership positions, administrative positions, supervisory positions, available positions, and executive positions; (3) Government agencies have a succession plan group (talent pool) which is prepared based on the suitability of managerial competencies and competencies in specific fields (talent pipeline) and updated on an ongoing basis obtained through talent mapping; and (4) Government agencies prepare a succession plan (talent pool) based on the results of talent mapping by considering the agency's career patterns.

These stages by the State Civil Apparatus Commission (KASN) are further elaborated by measuring the steps by administrative procedures. In the following discussion, it will be conveyed regarding the description of KASN regarding the determination of talent management assessment. In conducting assessment standards related to talent management, PERMENPANRB Regulation Number 3 of the Year 2020 concerning talent management for Indonesian civil service provides some of the criteria as follows: (1) Critical department & department map; (2) Talent profile; (3) National assessment & competency test method standards; (4) Job competency standards; (5) Real performance appraisal standards; (6) Career pattern; (7) Talent management team; (8) Talent development programs; (9) Selection Committee; (10) HR database; (11) Talent information system; (12) Budget.

These standards in the meritocracy of talent management assessment are closely related in some aspects, namely career development, promotion and mutation, and performance management. The above standards constitute the talent profile as the most critical initial standard, which concerns subsequent assessment standards. In the talent profile itself, some aspects are measured in it, namely: (1) performance assessment. This is the performance appraisal results during the implementation of duties. Then, positions are distributed within units and agencies; (2) Aspect of potential, with criteria, are measured. The first criterion, namely, is self-abilities, including intellectual abilities,

interpersonal abilities, self-awareness, critical and strategic thinking skills, problem-solving skills, emotional intelligence, the ability to learn quickly and develop themselves, as well as motivation and commitment. The second criterion is competencies, including technical competence, managerial competence, and socio-cultural competence. The third criterion is a job track record, including formal education, education and training, in-service experiences, integrity, and morality. The fourth criterion is other considerations: educational qualifications according to job titles, career preferences, and organisational leadership experience. Talent management itself, in its categorisation, is mapped in nine boxes. Table 1 provides the nine boxes of talent management based on some references.

As a manifestation of the regulation on civil servants in Law Number 5 of 2014, which stated the implementation of the merit system in the management of civil servants, there needs to be an independent institution that oversees the sustainability of the merit system. Establishing the State Civil Apparatus Commission (KASN) is the purpose of the supervision. The merit system in ASN management is defined as the policy and direction of ASN based on qualifications, competence, and performance, which is applied fairly and reasonably without discrimination (Meritopedia KASN). The basis of the ASN merit system is regulated by the Minister of Agriculture RB number 40 of 2018 concerning Guidelines for the Merit System in State Civil Apparatus Management and the State Civil Apparatus Commission Regulation Number 9 of 2019 concerning Procedures for Self-Assessment of the Merit System in the Management of State Civil Apparatus within Government Agencies.

In the merit system assessment criteria, there are 8 (eight) main aspects in providing assessment in the application of the merit system; these aspects are: (1) Aspects of employee needs planning; (2) Procurement aspect; (3) Aspects of career development; (4) Aspects of promotion and mutage; (5) Performance management aspects; (6) Payroll, reward, and discipline aspects; (7) Protection and service aspects; and (8) Information system aspects. These aspects are considered in assessing the merit system's application in ASN management to create a competitive ASN with integrity. In addition, elements of the merit system also support the development of Talent Management nationally, as stated in the Regulation of the Minister of Talent RB number 3 of 2020, concerning ASN Talent Management. In the assessment of the application of the merit system conducted by KASN, the evaluation has detailed assessment standards, taking into account the sub-aspects of each existing aspect. Therefore, each agency that performs the merit system assessment is encouraged to complete the evidence needed to get the maximum value.

TABLE 1: Nine Grid Talent Box Mapping and Development Planning for Talent Management.

Performance	Above Expectation	4	7	9
		Performance above expectations and low potential Need: Capacity building (training related to tasks that are less mastered)	Performance above expectations and medium potential Need: (1) Special assignment; (2) Leadership development; (3) On-the-job development; (4) Training related to tasks that are not mastered; (5) Coaching for performance.	Performance above expectations and high potential Need: (1) Vertical mutation (Promotion); (2) Special assignment; (3) Leadership development; (4) Job Enlargement; (5) Training (Cross Training, seminars) related to career paths;(6) Mentoring.
	Same Expectation	2	5	8
		Performance meets expectations and has low potential. Need: Capacity building in the form of training	Performance meets expectations and medium potential Need: Provided training for development	Performance meets expectations and high potential Need: (1) Job Enlargement; (2) Job Enrichment; (3) Training related to competencies that need to be improved; (4) Leadership development; (5) Horizontal and diagonal mutations; (6) Special Assignment.
	Below Expectation	1	3	6
		Performance below expectations and low potential Need: Coaching for performance	Performance below expectations and medium potential Need: (1) Capacity building in the form of training related to tasks that are less mastered; (2) Coaching for performance.	Performance below expectations and high potential Need: (1) On-the-job development;(2) Training related to tasks that are poorly mastered;(3) Coaching for performance.
		LOW	MIDDLE	HIGH
		POTENTIAL		

Source: Processed based on some references: [26], [27] and Permenpan RB Number 3 of the year 2020 , concerning talent management for Indonesian civil service

Bureaucratic reform is very important and must be carried out by all government agencies, both at the central and regional levels. Bureaucratic reform is best if it can improve the best service to the community. To support bureaucratic reform programs in public services, it needs to be supported by employees who are professional and have a high commitment to encourage organizational performance. However, the challenge of

bureaucratic reform in the field of state civil apparatus is still quite high, especially in its application in local governments. The management practices of the state civil apparatus have not optimally improved professionalism. Changes in mindset and work culture need to be supported by leaders and state apparatus who have integrity, productivity, responsibility and the ability to provide excellent service that can increase community satisfaction.

To support bureaucratic reform in local government agencies, changes in State Civil Apparatus Management are needed that encourage talent management practices to support organizational performance. This practice has been successfully carried out in several developed and developing countries other than Indonesia, Examples of implementation in developed countries are Nordic countries such as Denmark, Finland, Iceland, Norway and Sweden [28] Thailand and Hong Kong [29] while implementation in developing countries includes: Brazil [30], countries in the Baltic region of Northern Europe such as Estonia, Latvia, and Lithuania [31], [28]. Beberapa referensi menekankan bagaimana talent management helps identify and develop the talent needed to support bureaucratic change and reform [32]–[36]. The implementation of effective talent management can help improve the quality of public services and strengthen overall organizational performance.

2. Methods

In the discussion of this article, the methodology used is a qualitative method based on data and direct observation and verification of the process and assessment of the merit system in two City Governments. The two selected city governments are located in two provinces and outside Java. The first is in Pontianak City, West Kalimantan Province, which has received an award for applying the merit system in the good category with a score of 311 in 2021. In the previous year (2020), it was still in the lower category (or below a score of 250). Second is the Government of Pekanbaru City, Riau Province, which has been included in the outstanding category with a score of 325.5 in 2021 and the excellent category of 290.5 in 2020. The assessment indicators of the state civil apparatus management merit system (ASN) have been stipulated in KASN Regulation 9 of 2019 concerning procedures for self-assessment of the state civil apparatus merit system. The primary data used include data and supporting documents for assessment owned by the agency. Information on the results of discussions and interviews with relevant officials both online (zoom meeting) and directly with the assessment team from the State Civil Apparatus Commission (KASN). Several regulations that support the

implementation of the merit system and talent management, both nationally issued by the government in the form of Government Laws and Regulations, Regulations issued by the Minister of the Ministry of State Apparatus Empowerment and Bureaucratic Reform and the Ministry of Home Affairs of the Republic of Indonesia, the ASN Commission and various regulations issued and stipulated by regional government agencies are the subject of analysis.

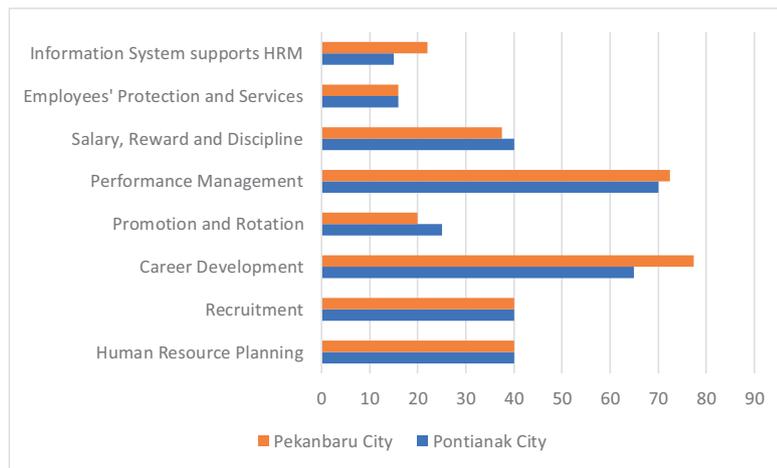
In addition, journals and reference books are also used that intersect with the discussion of talent management. In the search for references to the summit of talent management in city and district governments, it is still tough to find discussions related to this matter, so it cannot be compared, and the maturation of the concept still refers to existing regulations.

3. Result And Discussion

As one of the follow-ups of the Bureaucratic Reform initiated by the Government, applying the merit system in government agencies at the central and regional levels is one of the standards for achieving bureaucratic reform. Pontianak City, located in the operational area of BKN V Jakarta, is one of the agencies used as a pilot city/regency government agency in the Kalimantan region. Therefore, in the assessment of the application of the merit system carried out by KASN, the Pontianak City government has an advantage in coaching because it is a pilot agency; the agency will take precedence in fostering the application of the merit system, it is also expected that by achieving an assessment of the application of a sound merit system can help in the development of districts/cities in the West Kalimantan Province. Graph 1 describes evaluation results of merit implementation for Pontianak and Pekanbaru Cities, based on the assessment carried out by Indonesian Civil Service Commission (KASN) in 2022.

The data verified by the Pontianak City Government on KASN's merit system, career development aspects, mutation promotion aspects, and performance management aspects shows that the data obtained still needs to fully meet the minimum criteria in making talent management, especially in career development aspects. The city of Pekanbaru also got the same thing with a value similar to Pontianak City.

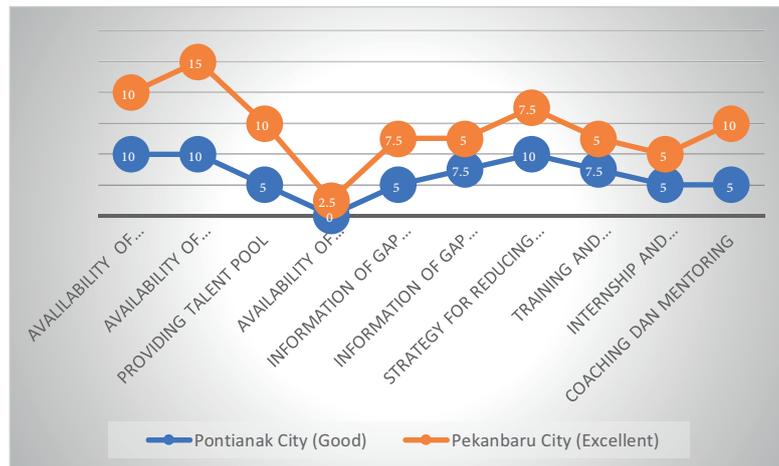
When looking deeper into the aspect of career development, there are ten sub-aspects and sub-aspects that are closely related to the development of talent management, namely the sub-aspect of the availability of employee profiles based on competencies, the sub-aspect of talent pool availability, and the sub-aspect of succession plan availability.



Source: Evaluation and assessment results (KASN, 2022), <https://www.sipinter.kasn.go.id> (July 2023)

Figure 1: Merit Implementation of Civil Service Management for Pontianak and Pekanbaru Cities Local Governments.

Based on these aspects and sub-aspects, it is hoped that talent management development in Pontianak City and Pekanbaru City have similar problems and shortcomings, and further improvement and development still need to be made. When broken down based on aspects and sub-aspects that support the development of talent management, these improvements including some aspects as follows: First aspect is Career Development, including (1) SKJ availability, it is necessary to have SKJ availability which includes the position levels of high positions (JPT), administrator position (JA), and functional position (JF), and staff.; (2) employee profile availability, it is necessary to assess all employees with a predetermined SKJ and accelerate the preparation of employee profiles for employee mapping based on competence; (3) improving the talent pool and formulating succession plans by the provisions of the Minister of Agriculture RB number 3 of 2020;(4) Conduct analysis and compile gaps in qualifications, competencies, and employee performance;(5) Improve and compile programs and strategies for developing employee competencies and performance based on competency and performance gaps, both in classical and non-classical forms, guided by LAN Regulation number 10 of 2018;(6) Evaluate coaching and mentoring activities, as well as work practices and employee exchanges as a means of improving competence; Second promotion and Mutation Aspects, including (1) There needs to be a determination of career patterns that refer to the talent map and agency succession plan based on RB Regulation number 3 of 2020;(2) It is necessary to formulate and establish internal policies on filling JPT in an open and competitive manner;(3) Need to fill the positions of administrators and supervisors openly and competitively through competency tests; Third performance



Source: Evaluation and assessment results (KASN, 2022, <http://meritopedia.kasn.go.id>)

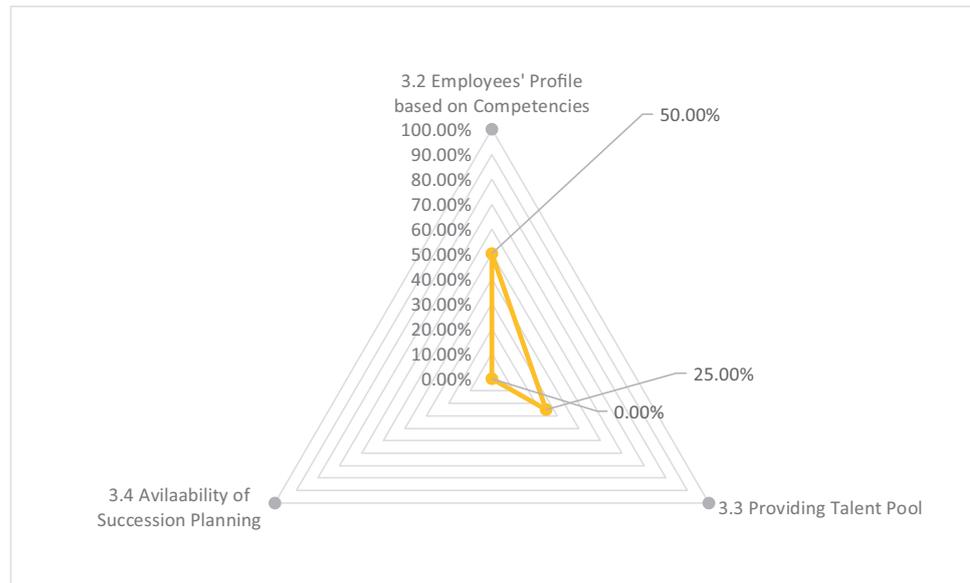
	Pontianak City (Good)	Pekanbaru City (Excellent)
Availability of Competencies Standard in Every Position	10	10
Availability of Employees' Profile based on Competencies	10	15
Providing Talent Pool	5	10
Availability of Succession Plan	0	2,5
Information of GAP Individual Competencies	5	7,5
Information of GAP Individual Performance	7,5	5
Strategy for Reducing GAP of Competencies and Performances	10	7,5
Training and Development for Reducing Competencies' GAP	7,5	5
Internship and Exchange Program	5	5
Coaching dan Mentoring	5	10

Figure 2: Results of KASN Assessment on Career Development Merit System of Pontianak City and Pekanbaru City.

Management Aspects; (1) Optimizing and developing e-performance applications for objective and measurable performance appraisals for all employees;(3) Conduct a structured analysis of employee performance problems ;(4) Improving the talent pool by combining the results of performance appraisals with the results of coaching and career development assessments.

Based on data from the Indonesian Civil Service Commission (KASN) related to the result of evaluation and monitoring in the implementation of talent management in Pontianak City and Pekanbaru City, the performance of talent management is still not optimal; this is shown in Graph 4 for Pontianak City and Graph 5 for Pekanbaru City. The aspect of career development has the greatest weight in the application of talent management and merit of state civil apparatus management.

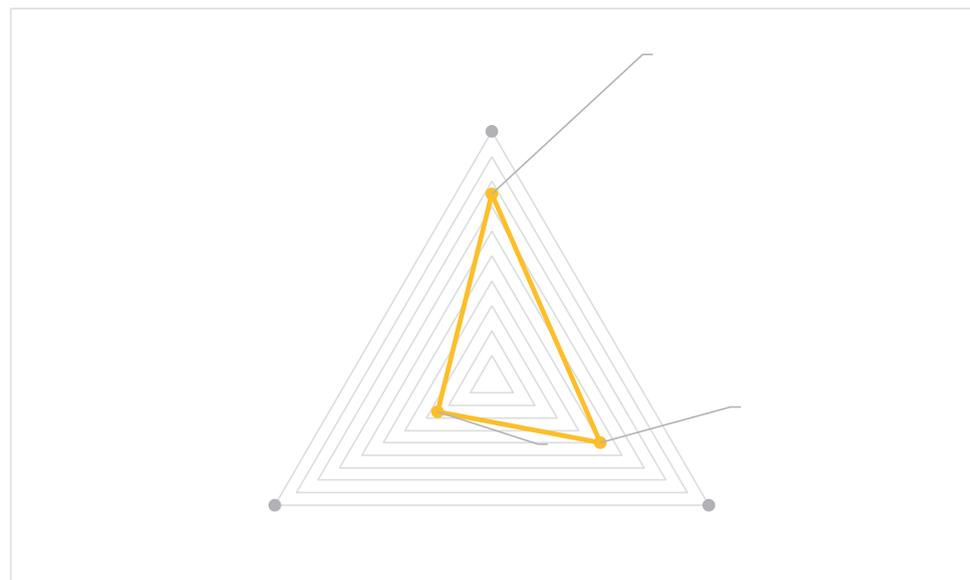
Meanwhile, data on the results of achieving the implementation of talent management in Pekanbaru City, in the sub-aspects of employee profile availability, talent pool, and



Source: <http://meritopedia.kasn.go.id> (2023)

Figure 3: Implementation of Career Development Related with Talent Management at Pontianak City.

succession plan are approaching the assessment results from Pontianak City, as shown in the diagram and table below:



Source: <http://meritopedia.kasn.go.id> (2023)

Figure 4: Implementation of Career Development Related with Talent Management at Pekanbaru City.

The data above is obtained from the KASN Merit System Assessment System application, namely SIPINTER. The data provided is based on the third aspect data in the merit system assessment based on KASN Regulation no.9 of 2019, where the third

TABLE 2: Assessment Results Career Development in Building Talent Management at Pontianak and Pekanbaru Cities.

No	Aspects in Career Development and Talent Management	Maximum Score	Verification Score Pontianak City	Verification Score Pekanbaru City
1	Employment profile based on competencies, potential, and performance	20	10,0	15,0
2	Nine Grid Box talent pool and talent pipeline	20	5,0	10,0
3	Succession planning and regulation	10	-	2,5
	Total	50	15,0	27,5

Source: Indonesian Civil Service Commission (KASN), <https://www.meritopedia.kasn.go.id> (05/07/2023)

aspect in the merit system assessment on career development has characteristics used in shaping talent management from the Pontianak City Government.

The benchmark used by KASN in measuring the success of forming, building, and implementing talent management in government agencies is based on three sub-aspects, namely: First availability of employee profiles prepared based on talent/competency mapping, With measurement variables from lowest to high, the assessment in this sub-aspect has an assessment weight of 5 (five): (1) Employee profiles are available based on talent/competency mapping for JPT; (worth 1 point); (2) Employee profiles are available based on talent/competency mapping for JPT, JA, and JF; (worth 2 points); (3) Employee profiles are available based on talent/competency mapping for all employees; (worth 3 points); (4) Employee profiles are available based on talent/competency mapping for all employees and updated regularly; (worth 4 points). The second availability of the Talent Pool is prepared based on managerial competency mapping and performance appraisal results. With measurement variables from lowest to high, the assessment in this sub-aspect has an assessment weight of 5 (five): (1) There is already a Talent Pool for JPT (worth 1 point); (2) There is already a Talent Pool for JPT and JA; (worth 2 points); (3) There is already a Talent Pool for JPT, JA, and JF; (worth 3 points); (4) There is already a Talent Pool for all employees; (worth 4 points). Third, the availability of succession plans that are by the technical competency standards of the position by considering the agency's career pattern. With measurement variables from lowest to high, the assessment in this sub-aspect has an assessment weight of 2.5 (two points five): (1) There is already a succession plan in place for only high position leaders (JPT); (worth 1 point); (2) succession plans are only in place for JPT and administrator position (JA) (worth 2 points); (3) succession plans in place for JPT, JA, and functional

position (JF) (worth 3 points); (4) succession plan in place for all positions for employees; (worth 4 points). The calculation of the value of the per sub-aspect uses the formula:

Thus, the measurement of the success of implementing talent management by the Pontianak city government can be known. Although the merit system measurement results found that the supporting instrument for applying talent management is still imperfect, the development process in various aspects of the instrument can be gradually carried out. As in the sub-aspect of employee profile availability, which is prepared based on talent/competency mapping, Pontianak City has reached point 2 of the assessment, where employee profiles are available based on talent/competency mapping for JPT, JA, and JF, the improvement can then target the provision of employee profiles based on talent/competency mapping for the executive level and is carried out regularly.

In the sub-aspect of Talent Pool availability, which is prepared based on managerial competency mapping and performance appraisal results, Pontianak City has received point 1, where managerial competency mapping and performance results (talent pool) are still at the level of High Leadership Positions. Therefore, it is essential to apply widely for the availability of talent pools that will be used in determining successors in filling vacant strategic positions. While in the sub-aspect of the availability of succession plans that are by the technical competency standards of the position by considering the agency's career pattern, it still has not earned points, this can be anticipated by building a succession plan based on the talent pool that has been made, by targeting JPT, administrator, functional, and executive positions.

4. Conclusion

The development and application of talent management are beneficial for managing the State Civil Apparatus, primarily related to the placement of administrative suspension by prioritizing talents with potential. In addition, applying talent management can also maintain and accelerate the wheels of government management in the regions and shrink the management gap between the regions and the center so that development can be evenly distributed. The implementation of talent management in Pontianak City and Pekanbaru City, although still far from the standards set and measured by the Government through KASN, the potential for development with the existing initial capital is possible done quickly so that Pontianak City will become the leading pioneer in West Kalimantan Province and also in Riau Province in the development and application of qualified talent management. The commitment of the leadership and its staff to build talent and implement performance-oriented talent management policies is shown

by these two regional governments, both in Pontianak City and in Pekanbaru City. Investment in the training and development of the state civil apparatus has had the impact of improving public services and more efficient resource management and improving economic growth and quality of life of its people.

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