

Talent Management Of The State Civil Apparatus In Indonesia In The Framework Of Maintaining Employee Motivation And Improving Organizational Performance

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Abstract – The progress of a nation does not only depend on the natural resources it has, but is determined more by the nation's ability to manage resources properly. To manage resources properly and properly, quality human resources are absolutely necessary. The State Civil Apparatus as a human resource tasked with serving the public interest should have good quality in order to be able to carry out their duties properly and correctly. Therefore, policies are needed that can increase productivity and work performance. The merit system is believed to be one of the alternative systems that can spur the achievements of the State Civil Apparatus. Government officials in Indonesia are required to constantly improve their offerings quantitatively and qualitatively to increase the united states of america competitiveness and public region control great. common stereotype about low government respectable overall performance means that they may be not yet able to proliferating their productiveness. working motivation is wanted to produce high operating spirit to offer wonderful provider to the network. A device that can generate high working motivation based totally on result orientated organizational values and honest and correct benefit device performance assessment are required. This paper is geared toward establishing the thinking paradigm approximately merit system in handling authorities officials to growth their productivity, quantitatively and qualitatively.

Keywords – State Civil Apparatus; Human Resources; Talents; System Merits.

I. INTRODUCTION

Handling the low quality of human resources is one of the national problems faced by the Indonesian nation today. Human resources must be utilized effectively and efficiently to support the pace of national development. The company is also very dependent on its human workforce, in other words, human resources have a major role in every organizational activity. Therefore, the success or failure of an organization is determined by the human factor or its employees in achieving its goals. Through the effective and efficient use of human resources, the company hopes to continue to survive in the increasingly fierce competition to produce the best products. For this reason, companies must try to ensure that the factors related to labor productivity can be fulfilled optimally. The quality of human resources will be fulfilled if job satisfaction as an element that influences performance can be created perfectly.

President Joko Widodo has made Human Resource Development one of the focuses of his government for the next five years. This vision is expected to encourage Indonesia to be more productive, competitive, and have flexibility in facing global challenges that are dynamic and full of risks. To be able to survive in the era of globalization and become a developed country, the need for a world-class State Civil Apparatus is something that must be met. Therefore, the government has launched a World Class Government in the 2020-2024 National Medium-Term Development Plan.

Improving the performance of public service personnel is an important issue in public administration reform in various countries, including Indonesia. The demand for improving the performance of public officials is even greater if it is associated with the Government's efforts to increase the country's competitiveness in global competition (Balfour, 1997).

World Class Bureaucracy must be able to achieve service acceleration, service efficiency, service accuracy, work flexibility, and have social impact. To answer this challenge, the government has prepared a series of action plans through the Road Map for the Development of the state civil apparatus to support the availability of a reliable and competent state civil apparatus. The step that has been taken by the Government is to issue Law Number 5 of 2014 concerning State Civil Apparatus which is then translated into Government Regulation Number 11 of 2017 concerning Management of Civil Servants. One of the main points in the regulation is that the merit system must be implemented in the management of the state civil apparatus.

The consequence of implementing a merit system in the management of the state civil apparatus is that the determination of state civil servants who will occupy a position will be based on qualifications, competence and performance in accordance with the needs of the position. Furthermore, the implementation of the merit system is expected to attract the best talents in their environment so that they can improve organizational performance in a sustainable manner towards a dynamic state civil apparatus by giving proper appreciation to employees who excel. This application is also aimed at increasing the competence, performance and professionalism of the state civil apparatus through career and competency development, career patterns, promotions and transfers.

Career development is the dominant aspect in implementing the Merit System, while Talent Management is the soul of the career development system. Talent Management is needed to find and prepare the best employees to occupy target positions, lead initiatives, and work synergistically in order to optimize the achievement of organizational strategies and objectives, as well as realize the vision and mission of the organization through an effective and integrative talent management process. In addition, talent management can also encourage the increase in position professionalism, competency and performance of the state civil servants, as well as provide clarity and certainty for the careers of the state civil servants in the context of accelerating sustainable career development.

II. METHODS

The method used is a qualitative method using a library research approach, namely research that utilizes library sources to obtain research data, so that in this study the library reference is the main source (M.Zed, 2008: 3). The study of literature and data sources in this study was carried out by searching and studying various literatures, scientific articles, both in the form of books, journals and statutory documents related to talent management of the state civil apparatus in Indonesia in the framework of maintaining employee motivation and improving organizational performance. Data analysis in this study was conducted through descriptive analysis method, which is defined as an effort to collect and compile data, then analyze the data.

III. RESULTS AND DISCUSSION

The definition of merit system can be based on a combination of vocabulary analysis approaches, motivation theory and behavior modification. Based on the vocabulary analysis approach and the theory of behavior change, the merit system is defined as human resource management based on achievement (merit), namely all employee work behavior in its form is categorized as good or bad, which has a direct effect on increasing or decreasing income and/ or employee career.

The concept of the Merit System reflects that the work performance factor is the center of this system or in other words the main focus of the merit system is in the context of improving or increasing work performance (Woodard, 2005). If the work performance is classified as good, then the employee will be given an award or reward in the form of an increase in income and/or a career position. Meanwhile, if the employee's work performance is classified as poor, then he will receive punishment in the form of a decrease in income and/or career.

Challenges from internal and external that must be faced by every public organization, demand that it is necessary to manage human resources that are not just "doing business as usual" but need strategic steps. This is because in the future organizations including public organizations will not be able to exist and compete, only by using ordinary human resources. Potential or talented human resources are needed as a source of competitive advantage. With so many talented human resources will produce added value for the organization, so that the organization can perform superior.

Another reason relates to the external aspect, namely policies in the field of human resources for civil servants or civil servants which in the future will allow for openness in the career development of civil servants. The term 'hijacking' of human resources, which was only possible in the world of profit organizations, is very likely to occur in public organizations. When the demand is to get quality human resources for a position or position, it allows for open recruitment or promotions, and does not have to be filled by internal candidates. The implication is that public organizations that do not yet have a solid human resource development strategy will be prone to being abandoned by the 'talents' they already have. From this phenomenon, raises a problem regarding the strategy that must be carried out to develop talented human resources in dealing with this phenomenon in the future.

The main issue in the talent management strategy is to keep talented employees in the organization while continuing to develop them (Berger & Berger, 2009 in Sudjatmiko, 2011). An increasingly open career system provides opportunities for employees to have careers outside their organization. In this case the organization needs to act wisely by developing human resource programs that aim to be able to retain the talents that are owned and have been developed. In addition, according to Lockwood (2006), under the umbrella of talent management, succession planning and leadership development are organizational strategies for developing and retaining talent. According to Davis (2009) efforts to retain talent are related to compensation and career development. Meanwhile, according to Permana et al. (2011) in retaining talent, not only material aspects are considered, but also the environment, such as work comfort, facilities, and interaction between employees. Several important factors in retaining talent include:

- a. Opportunities for self-development, that is, organizations need to provide opportunities for talented employees to develop competencies by learning new skills, new knowledge and showing their full potential.
- b. Opportunity to develop career. The organization wants its employees to invest their careers in the organization. In return, the organization must also be willing to invest in developing the careers of its employees. This means that both parties benefit. Related to this, organizations must build employee career patterns and succession systems as the basis for talent career planning.
- c. Opportunity for promotion. In order to be a retention strategy, the promotion process must be open and transparent. Candidates to be promoted must be selected based on performance and competence. If possible, a fast track can be carried out in talent career development.
- d. Pay system The organization must have a pay system that motivates talent and that is clear and open.

Implementation of a merit system can be realized in management from planning human resource needs to retirement. Under ideal conditions, the application of a merit system in the management of state civil servants can be described as follows:

- a. In the aspect of preparing and determining needs, the merit system can be translated by agencies by planning the needs of the state civil apparatus 5 years based on Job Analysis and Workload Analysis which in its preparation takes into account the number, rank and qualifications of existing employees, taking into account employees who will retire.
- b. In the procurement aspect, one of the merit systems is demonstrated by an open, transparent and competitive employee recruitment mechanism. With this method, it is hoped that the best and superior talents will be produced.
- c. System merit in the career development aspect can be in the form of career development policies/programs based on the results of talent mapping through assessment, analysis of competency gaps and performance gaps, talent pools, and succession plans based on agency career patterns.
- d. System merit in the aspect of promotion and transfer is realized in the form of an objective and transparent policy based on suitability of qualifications, competencies and performance by utilizing the Talent Pool. One form of this policy is the filling of Technical Positions through open selection. Through open selection, it is hoped that it can produce the right people to occupy a position according to organizational needs, overcome the spoil system and buying and selling positions, and provide opportunities for all employees to compete.

- e. Setting performance targets, evaluating performance periodically (sustainably) using objective methods, analyzing performance gaps and having a strategy to overcome them and using the results of performance appraisals in making decisions related to promotions, mutations can be a form of implementing a merit system.
- f. Payroll, Rewards and Discipline. Agencies link the results of performance appraisal and discipline with paying performance allowances and rewarding employees as well as enforcing basic values, codes of ethics and codes of conduct.
- g. Guarantee and protection. The agency has a protection program for employees apart from health insurance, work accident insurance, and pension programs organized by the national government, as well as guaranteeing ease of administrative services for employees.

IV. CONCLUSION

The talent management strategy is an integrated system designed to improve performance through the process of attracting and selecting, developing, utilizing and retaining skilled and talented employees in order to meet current and future organizational needs. In public organizations, the talent-based human resource development model is a process that is carried out systematically, namely the process of identifying, developing and maintaining talented human resources, especially in the merit system applied to the state civil apparatus.

It is undeniable that the merit system applies in the Indonesian bureaucracy which aims to produce state civil servants who are professional and have integrity by placing them in government bureaucratic positions according to their competence; giving fair and proper compensation; develop the capabilities of the state civil apparatus through guidance and training; and protecting the careers of state civil servants from politicization and policies that conflict with the principle of merit have not been fully optimal in accordance with the provisions and expectations. In practice, the implementation of the merit system in Indonesia is quite complex due to the influence of the environmental conditions where the system is implemented. Therefore, it is not surprising that the progress of implementing the merit system differs from one institution to another considering that there are different social and even geographical contexts.

In the end, the application of a merit system is more than just a number in an assessment and we shouldn't just focus on collecting points, but also on the internalization process in the minds and daily lives of the perpetrators. It should be noted that the evaluation of the implementation of the merit system is carried out through scoring/assessing the fulfillment of ideal aspects as evidenced by one of them with administrative documents. Therefore, the ability of government agency personnel managers to prepare various assessment requirements also influences the assessment of the merit system in Indonesia.

The development carried out in the context of talent management is an integrated development model. This development includes four aspects that must be developed, namely knowledge, skills, experience or competence, and personality. The employee development program carried out is based on the grouping of employees contained in the employee mapping matrix.

To be able to implement this, it is necessary to increase the commitment of personnel managers related to employee development, to play a proactive role as a coordinator in implementing the talent management strategy and to improve coordination and cooperation between the personnel management unit and work units related to employee development.

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