

How Talent Development Management in Public Sector?

*Isra Misra¹, Sardimi², Ali Sadikin³, Aditya Achmad Rakim⁴

¹Perbankan Syariah, FEBI IAIN Palangka Raya, Indonesia

²Manajemen Pendidikan Islam, FEBI IAIN Palangka Raya, Indonesia²

³Akuntansi Syariah, FEBI IAIN Palangka Raya, Indonesia

⁴Perbankan Syariah, FEBI IAIN Syeh Nurjati Cirebon, Indonesia

* isra.misra@iain-palangkaraya.ac.id

Abstract

Public sector services is a very relevant issue today. All countries compete to provide the best service for their people. Services have shifted from conventional-based services to digital-based services. This research is an exploratory qualitative research with a secondary data approach where the researcher wants to see a problem with nine maps of talent development management. The results of the study found that the public sector service strategy in Indonesia in the Perspective of Talent Development Management (TDM) has been running but still has a tendency to be limited according to organizational needs based on the roadmap for the concept of talent development management. The leadership commitment has the same vision so that improving the quality of public services is an obligation for public officials which is a challenge for Indonesia. Factors supporting employee talent development are consistency, cooperation, willingness, partnership, motivation and support from the community. While the inhibiting factors for employee talent development program activities are regulations, budget, supporting facilities/infrastructure and geographical location.

Keywords: *Public Sector, Service Quality, Talent Development Management*

1. Introduction

In this decade, the issue of employee talent development has become a new trend in the public sector industry. Through bureaucratic reform, the government is asked to carry out reforms in service aspects such as infrastructure and human resources. Organizations are expected to be able to produce highly talented employees to optimize service (Martin, 2015). In the public sector getting highly talented employees is not easy, because there are many limitations (Aksakal et al., 2013). get highly talented employees (Mahfoozi et al., 2018), (Downs & Swailes, 2013).

In Indonesia, public sector services vary depending on each region. This is because each region has different autonomy so that regional heads must be able to innovate in public sector services (Brown, 2009). Innovation bias can only arise from several activities such as research on several policies taken (Arundel et al., 2019), (Méhaut & Perez, 2004). To facilitate service, information technology is needed as a means of service effectiveness (Gorry, 2008), (Suebvises, 2018). This research is expected to be able to explore public sector services using the talent development management (TDM) approach. (Rothwell, 2010). This TDM approach is carried out so that studies regarding public sector services become a new paradigm for the government, especially in providing services to all people.

Public sector management (PSM) is carried out in order to optimize employee performance in providing services. PSM is a new issue that has become the focus of local governments in several districts/cities in Indonesia. In implementing PSM, it is necessary to innovate through research on the policies taken (Arundel et al., 2019). Local governments are tasked by the central government to expand access to public sector services in order to avoid classical constraints (Cordeiro Guerra & Lastra-Anadón, 2019). At PSM the community wants excellent service. Therefore local

governments must be able to make proactive policies to respond to these challenges (Méhaut & Perez, 2004) .

In PSM, the thing that needs attention is innovation (Brown, 2009) . One of the innovations in public services is the connection between public access and the government through the use of technology and information (IT). Currently, IT is people's favorite, so PSM must be able to respond to this phenomenon (Gorry, 2008) . A number of cases were found in areas where public services were low due to budget constraints. However, it should be understood that the budget is not the main obstacle in PSM (Demircioglu & Audretsch, 2017) . In the process of introducing PSM we can use old conceptuels but adapted to current conditions (Butler et al., 2010) . PSM will be implemented with full support from the government through policies set forth in regional regulations. Regulations are made to create service architectures based on different geographies (Kuula et al., 2016) . The policy outlines the content that PSM can run quickly using social media (Suebvises, 2018).

2. Literature Review

In the phenomenon that occurs, many problems are found in the management of human resources. In addition, getting the best talent also has limitations that are common in many organizations (Aksakal et al., 2013) . TDM is a strategy to improve service and employee performance. In the public sector, TDM is expected to be able to provide a stimulus to improve services to the public. TDM is the process of recruiting employees, developing and retaining the best talent. Organizations are expected to be able to employ employees who have high potential (Martin, 2015) . TDM does not only choose the right talent, but manages talent effectively and efficiently which is done with high motivation, commitment and maximizing performance which is an added value for the organization (Vural et al., 2012) . Organizations are expected to invest in improving human resources (Mahfoozi et al., 2018) . In optimizing TDM it is necessary to have a common vision and mission between employees and the organization (Knies et al., 2017) . Our focus is how the organization provides opportunities for employee career development by setting limits on employee skills and competencies (Downs & Swailes, 2013).

Commitment is a mutual agreement on agreed goals. Commitment can also be interpreted as a theological entity that is believed to be able to make people want the truth more and more towards the desired goal. (Greiman, 2009) . Commitment also means the extent to which a person views an obligation by acting in various ways that are normative instructions. (Tornberg, 2012) . In carrying out commitments, one does not always see direct financial incentives and rewards (Peccei & Rosenthal, 2011) . Commitment will have an impact on improving service performance (Efendi, 2017) .

Job analysis in the labor industry refers to systems, procedures, job functions, tasks, best practices and problem solving. With an IT system approach that has been automated so there is less direct supervision (Niskanen, 2018) . Job analysis can also be done by taking a sample of individuals with very detailed data with rigorous effort. The use of sample data in the future will be reduced by the use of highly sophisticated technology (Brandl et al., 2017) . Job analysis considers aspects of competence, completeness and suitability of facilities, as well as educational suitability. In addition, job analysis can also be carried out (Sugiantoro, 2010) . In conducting job analysis, it is better to pay attention to internal and external aspects (de Bruyn & Cameron, 2017)

Talent selection and recruitment

Talent management is an integral part of performance management whose assessment must be made as transparent as possible so that it can be accepted by all employees. (Poocharoen & Lee, 2013) . In an effort to get the best talent, public leaders must be able to attract stronger personalities

and be willing to work together so that the bureaucracy is more representative (Woo, 2018) . In terms of talent management vacancies, it is also able to provide opportunities for other employees (Mandelbaum & Zehavi, 2014) . In terms of recruiting talent, leaders must consider what aspects are the benchmarks for the talent needed. Talented employees must have their own characteristics according to the needs of the organization. Talent recruitment must also consider aspects of individual competence, especially technical skills and personal characteristics (Shen & Edwards, 2004) .

In public sector performance measurement must be carried out based on the goals and strategic plans of the organization. Evaluation is also carried out systematically so that the evaluation process describes employee performance. Performance evaluation can also be done by collecting information that is able to describe the current situation and predict what has not been done (Balabonienė & Večerskienė, 2015) . Performance evaluation must consider the gender and age of the employee as well as the general attitude of the person being assessed (Amygdalos et al., 2014) . Opportunity to communicate goals more clearly, to evaluate the suitability of policy objectives and assumptions, and to revise policies (Speklé & Verbeeten, 2014) . In several public sector organizations the evaluation criteria are different, for example the military does not recognize evaluation standards so there are weaknesses in several parts such as knowledge, practice and awareness (Ramos et al., 2009) .

Job analysis of HR needs needs to be carried out in a comprehensive and thorough manner. The application of job analysis must also consider the skills and knowledge of the tasks to be carried out later. All of these must be properly identified (Thatcher & Yeow, 2016) . In the work analysis process it is necessary to look at the strengths of individuals and groups, especially in principles, processes and practices as well as values that are able to demonstrate a sustainable organizational environment (Macke & Genari, 2019) . A qualified job analysis is able to produce creative and competitive employees so that they are able to answer all challenges and changes going forward (Crichton & Shrivastava, 2017) . Job analysis can be collaborated in the field of research so as to be able to describe the needs and paradigms of employees (Chams & García-Blandón, 2019) . In job analysis, it is necessary to have an employee mental revolution where in the era of the industrial revolution 4.0 employees must be able to innovate so as to produce employees who think critically, creatively and are able to collaborate (Suwardana, 2017) .

Potential evaluation.

Talent management is carried out in order to be able to produce the best talent in the organization. In the process there needs to be an evaluation of potential talent. To assess potential, there must be a standard that is made in such a way that the assessment of potential is not biased and tends to be subjective. In evaluating the potential of the substance, it is hoped that it can become a new lesson for organizations in managing talent. Evaluation of potential must be made in the program so that it is able to detect the strengths and barriers to assessment (Hortigüela Arroyo & Ubillos Landa, 2019) . Program evaluation can also be carried out to improve understanding, implementation and systematic development (Martens, 2018) . Evaluation is carried out to align competence and job content in public services (Thomas, 2018) . Program evaluation is carried out by considering the organization and its human resources. Program evaluation can involve other institutions to support partnerships such as local universities (Jeane Marie Tulung, 2014) . Finally, program evaluation becomes a reference for improving qualifications so that new directions can be determined (Altınöz et al., 2013) .

Employee development is carried out in an effort to improve service quality. Employee development in the public sector is carried out by obtaining competent trainers so that they can provide a stimulus for the organization. Development also focuses on short and long term effects

(Knight & White, 2017) . Employee development can be done for various purposes including improving technical and management skills. Employee development is the most important factor in improving individual employee personnel (MY Kim et al., 2017) . Employee development is carried out to increase employee satisfaction (S. Kim, 2009) . Employee development is expected to strengthen individual promotions (Csiernik et al., 2012) . In the process, employee development should be carried out partially by looking at individual aspects such as competence and organizational formation (Efendi, 2017) . Employee development will be more effective with this system. The system here is intended to create employee career advancement so that it has an impact on employee performance, retention and growth of new talent (Tornberg, 2012) .

Organizations that grow, develop and compete are those that nurture the best talent. Employees are expected to have qualifications which are not only commitment, satisfaction and involvement, but more than that where employees are able to have a positive psychology characterized by enthusiasm, enthusiasm and energy in supporting organizational achievements. Retaining employees also contributes to employee retention (Endah Mujiasih; Ika Zenita Ratnaningsih, 2011) . In retaining talent there needs to be consideration of antecedents such as innovation and creativity (Kremer et al., 2019) . The best talents are identified based on the willingness of employees to carry out their duties by looking at social responsibility strategies (Cycyota et al., 2016) . To retain the best talent, it is important to pay attention to aspects such as employee satisfaction, working conditions and risks to the organization (Unsal, 2019) .

Program evaluation is a series of policies such as updating policies and programs. Program evaluation is intended for decision making. It is hoped that program evaluation can be carried out to improve service processes (Nel et al., 2005) . Program evaluation is a simplification strategy in public services. (Ann Feldheim, 2007) . Program evaluation is carried out to see the potential and synergy between results and organizational goals (O'Sullivan et al., 2009) . in the program evaluation process can use a standard system so that it is more objective in determining achievement decisions (Tanti, 2015) . Program evaluation in the public sector can be carried out using an empirical approach with regional security considerations (Collings et al., 2015) . in the political field program evaluation is intended to see quality standards and their implementation (Younis, 1997) . It is understandable that program evaluation in the public sector is misunderstood because it tends to be non-standard and does not have a complete narrative analysis (Nicolopoulou et al., 2015).

3. Methodology

This type of research is library research where research analyzes data from various sources (George, 2008) . The design of this study uses an exploratory qualitative approach. The exploratory qualitative approach is expected to be able to gather as much information as possible from several sources about the strategy for implementing the quality of public services using the talent development management (TDM) approach. The data used is secondary data sourced from trusted references such as reputable journals, national journals and also documentation in the form of magazines, books and others (Sari, 2020)

Data analysis techniques in this study consisted of data reduction, data presentation and drawing conclusions (Matthew. B. Miles, 2016) . Data validation in this study was carried out using a data triangulation approach where researchers confronted documentation. After the data is reduced, the data will be presented in the form of graphs, tables and transcripts in accordance with the interests of the research, and in the end the data that has been presented will be concluded.

4. Result and Discussion

It is realized that in this area all leaders want approval and support so that the TDM program can be implemented so that it can have an impact on excellent service to the community, especially in the fields of education and culture (Efendi, 2017) . Then determining the steps or actions of the leader as the person in charge of a program must be able to formulate steps and actions so as to provide an overview of a program (Rothwell, 2010) . Here the leadership holds a leadership meeting in formulating steps and actions. The leader makes a mapping of what actions will be taken which will later be included in the draft which will be included in the policy. Leaders also clarify the roles and behavior of regional work units in the job descriptions of each department. To get full commitment, commitment must be included in planning (Tornberg, 2012) .

Job analysis in talent development management such as establishing job descriptions, establishing competency models, unit completion strategies, and establishing and promoting high-potential, high-performing, and high-professional individuals (Rothwell, 2010) . Determination of job descriptions in TDM is carried out after obtaining a joint commitment from all leaders, then what needs to be formulated is a job analysis including making a job description. In this context the leader must know exactly how the characteristics of working on a program are (Brandl et al., 2017) . In this field job descriptions are seen from two elements, namely the main job descriptions and additional job descriptions. There are two types of employees in government so that local governments already understand how to make job descriptions. Structural staff are employees whose function is to carry out program implementation administratively. Meanwhile, functional employees have the duty to carry out policy outcomes by providing direct services to the community (Sugiantoro, 2010) . Job descriptions basically exist for each function so that in this field it is already running and in accordance with work such as making action plans, work indicators, applications, supervision and evaluation. Then, establish a competency model. In this field, the competency model is determined based on two aspects, namely education and years of service. Education is the basis for setting the model because education is the main indicator in carrying out tasks (de Bruyn & Cameron, 2017) .

The average education of employees in this area is one bachelor's degree with a diploma from various universities in Indonesia. Then competence in service is seen from the period of work so that people who have a long service period have competence in carrying out their duties. It can be understood, for example, that teachers with more than 20 years of service have superior competence than those below them. They also gain competency from formal training such as teacher certification, education and training, teacher seminars/jamborees and periodic mentoring from the Education Quality Assurance Agency. Finally, the unit breakdown strategy. To optimize education services in this area, technical implementation units have been established in each district. The aim of this unit is to facilitate education administration services so that they can reach every point that may be difficult to reach directly. The paradigm for solving this unit is as an extension of the local government in providing excellent service to the wider community. In this field regional heads and leaders in promoting high-potential, high-performing and high-professional individuals still promote high-potential employees by providing positions according to their respective fields and expertise (Mandelbaum & Zehavi, 2014).

Talent selection and recruitment to determine high talent resources from within the organization, leadership efforts to obtain skilled talents and the process of involving IT personnel for skilled talent selection have not been carried out because they have not been included in the planning according to organizational needs so that the third point of talent development management has not been fulfilled. limited to one agency. Talent selection and recruitment must be well planned and involve IT personnel to make the selection more transparent (Poocharoen &

Lee, 2013). Performance evaluation in talent development management is the way leaders measure employee performance in general, the way leaders measure employee performance based on competence and performance measurement based on aspects of employee behavior is determined by just looking (Ramos et al., 2009).

Job analysis and future HR needs such as forecasting future competency needs, aligning competencies with organizational goals and determining key indicators of future competency characteristics (Rothwell, 2010). It is known that this field has not been able to be implemented by the leadership because there are no standard concepts and instruments in making job analysis. In addition, job analysis is only based on experience and expressions from the staffing field. Then evaluate the potential of talent development management such as determining whether individuals can be promoted to jobs with greater responsibility, how leaders assess potential including supervisor nominations, 360 degree assessors based on competence, assessment centers, psychological tests, assignments, job rotation and so on and potential assessment based on past performance as evidence in meeting the minimum requirements is still not done because there is no policy basis (Rothwell, 2010). Therefore, in the public sector, it is necessary to plan and ratify people's representatives. In addition, there are no special assessment centers and psychologists. In evaluating the potential that can be done at this time only the assignment and rotation of positions (Speklé & Verbeeten, 2014).

Employee development is done by determining the performance gap by looking at planning and realization (Rothwell, 2010). If realization equals planning, then there is no work gap. However, the fact is that there are some employees whose performance is not as expected. This means that the actual performance is less than planned. Then the current and future competencies in this agency have understood that competency gaps still occur such as minimal use of technology in the service process (Efendi, 2017). Then for teaching services it is still conventional, not yet towards online learning. This means that there are still many employees who still do not know the competencies they have at this time with what is expected in the future. So, employee development is like determining the performance gap between actual performance and desired results, determining the development gap between current individual competencies and competencies that will be needed at a higher level (Berk et al., 2019).

Determine career planning. Good career planning will have an impact on increasing employee competency (Efendi, 2017). This is realized by the leadership in this area. In retaining high-performing employees, flexible and conducive working conditions are provided. This is done so that employees are able to improve performance continuously. In addition, there are various regional allowances (depending on area coverage) by creating compensation zones so that employees feel comfortable in the area. Under these conditions good career planning in talent management (Kremer et al., 2019). We can understand that the determination of solid career planning in an effort to retain talented employees is able to condition flexible and conducive work to retain talented employees, as well as planning innovative compensation to retain highly talented employees has become a shared expectation in accordance with TDM (Kremer et al., 2019).

Evaluation of talent management implementation programs largely determines the level of success of talent management programs (Rothwell, 2010). In the program evaluation, it was found that the number and quality of talented employees were not found because there was no TDM procedure in this agency. This means that program evaluation is only done by looking at performance reports without any standard instruments included in the information system. The program is evaluated in meetings starting from school meetings, service and leadership elements every year (Misra et al., 2022).

4. Conclusion

The analysis above provides a summary of the conclusions that the implementation of public sector services with the TDM approach still has limitations (trends). Even so, there is something that is quite encouraging that the leadership's commitment and efforts to retain talent in TDM are very high with the authority they have. It is quite understood that the application of TDM is mostly done in the private sector where TDM is so mature and feasible. The characteristics of public services in Indonesia, always refer to normative and centralized regulations. The government must consider local aspects as the basis for developing employee talents. The supporting factor for the employee talent development program in this study is the desire to provide excellent service through talented employees. the form of policies and appreciation for employees so that they become strengths in developing employee talents (TDM). Meanwhile, the inhibiting factors for employee talent development programs in Indonesia, such as budget constraints, supporting facilities/infrastructure and the geographical location of the 17 thousand islands from Sabang to Merauke, are a particular challenge for implementing TDM.

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It is optional. Acknowledgments of people, grants, funds, etc. should be placed in a separate section before the reference list. The names of funding organizations should be written in full (optional). Do not include author biographies

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