

## OPTIMIZING TALENT MANAGEMENT FOR CAREER DEVELOPMENT FOR STATE CIVIL SERVANTS IN INDONESIA

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### ABSTRACT

The reform of government bureaucracy in the realm of Human Resources pertains to the management of the State Civil Apparatus in accordance with their respective competencies. Talent management is a comprehensive human resource management framework that encompasses the processes of employee acquisition, development, retention, and placement. This approach is designed to prioritise those with the greatest potential and highest levels of performance through the utilisation of evaluation techniques. This statement provides justification for the adoption of merit-based systems at both institutional and national levels. The primary objective of this study is to examine the most effective practises in talent management that may be employed to facilitate the career advancement of government officials in Indonesia. The present study employs a qualitative methodology, specifically utilising descriptive techniques. The findings indicate that talent management plays a crucial role in the career development of the State Civil Apparatus (ASN), employing a comprehensive methodology that encompasses a well-coordinated sequence of phases. From the identification of talent to the capture of information, each stage assumes a pivotal role in establishing an environment conducive to the development and optimal utilisation of gifted persons. By effectively incorporating talent, ensuring appropriate placement, conducting thorough assessments and providing appropriate rewards, implementing retention and succession planning, and facilitating knowledge capture, ASN may enhance its organisational development, promote progress, and deliver high-quality public services. By implementing this strategy, organisations not only acknowledge and utilise the capabilities of individuals, but also establish a strong basis for enduring sustainability, innovation, and achievement.

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### 1. INTRODUCTION

The implementation of bureaucratic reform policies is undertaken with the objective of enhancing the efficacy of governance and assuming a significant role in promoting national development (Sembiring et al., 2022). Bureaucratic reform entails the transformation of governmental perspectives and practices with the aim of establishing a professional, adaptable, ethical, and corruption-free bureaucracy (Satibi, 2023). According to Hartati (2020), it is anticipated that the bureaucracy would possess the capacity to effectively cater to the needs of the public in a manner that is characterized by transparency and accountability. Additionally, the bureaucracy is required to adhere to the organizational principles and ethics that are inherent to the state apparatus.

In the realm of public services, the expeditious implementation of bureaucratic reform is widely seen as an essential prerequisite. According to Mulyono (2015), the effectiveness of bureaucratic reform can be evaluated by assessing the level of public satisfaction with the quality of public services they receive. The State Civil Apparatus (ASN) plays a crucial role in the execution of governmental duties and national development. The achievement of national development is heavily contingent upon the competence of Administrative and Civil Service Officials (ASN), necessitating their possession of exceptional qualities to effectively fulfill their responsibilities in a proficient, equitable, accountable, precise, and accurate manner (Ramadian et al., 2021).

Hence, the implementation of quantifiable management practices is imperative for the establishment of a proficient ASN (Sukantel et al., 2021). According to Musa and Muhani (2023), it is imperative for ASN (Administrative and Civil Service) to adhere to fundamental principles and uphold professional ethics, while also ensuring independence from political influence, avoiding corrupt behaviors, collusion, and

nepotism. The significance of this matter lies in the fact that the prior administration of the ASN (Administrative and Social Norms) failed to effectively align the necessary abilities and qualifications for various jobs with the competences and qualifications possessed by potential employees during the recruitment, appointment, placement, and promotion procedures. It is imperative to align all of these steps with the principles of good governance (Nangameka & Baidhowah, 2020).

Law Number 5 of 2014, also known as the State Civil Apparatus Law, places significant emphasis on the adoption of a merit-based system for the management of State Civil Apparatus (ASN). This system aims to eliminate the influence of factors such as political affiliation, race, skin color, religion, origin, gender, marital status, age, or disability conditions in determining the selection and treatment of ASN (Nurnadhifa & Syahrina, 2021). The implementation of this merit system is contingent upon the evaluation of individual credentials, skills, and performance. One crucial component of the merit system, as outlined in Government Regulation Number 11 of 2017 on the Administration of Civil Servants, pertains to career management encompassing planning, development, career trajectories, and succession planning groups (Rasjid et al., 2020). Within this particular context, the concept of talent management emerges as a pivotal factor in the implementation of a merit-based system within the realm of ASN management. The talent management method is utilized to systematically identify, nurture, and strategically position individuals who possess the requisite potential for specific roles. The significance of talent management in the administration of the State Civil Apparatus is further emphasized by Article 179 paragraph (3) of Government Regulation Number 11 of 2017 on the Management of Civil Servants, as highlighted by Noor and Muharsih (2020).

The implementation of Talent Management in the bureaucratic structure of Indonesia holds significant relevance, primarily due to its role in fostering the growth of high-performing enterprises. According to Irfan (2020), the enhancement of performance inside bureaucratic organizations necessitates the presence of proficient Human Resources personnel who can assume significant roles in each bureaucratic post. According to Sobandi (2019), the implementation of a talent management system aims to provide a structured and equitable selection process. This system ensures that individuals with the highest potential and capabilities are afforded enhanced prospects for advancing their careers in a more expedited manner.

Talent management offers a holistic system that includes the process of acquisition, development, and placement of employees, where priority is given to individuals who show high potential and high performance (Ramdana, 2015). In an era where rapid change and the complexity of task demands are the norm, talent management provides an adaptive approach to meeting these challenges. The application of an assessment mechanism in talent management allows objective identification of individual strengths and potential, and provides a basis for making appropriate career development decisions (Darsana & Sukaarnawa, 2023).

The government has committed to strengthening bureaucratic reform by focusing on developing human resources with quality and integrity. Talent management can act as an important tool in achieving this goal, by aligning ASN career placement and development with the potential and performance they demonstrate (Rakhmawanto, 2020). However, efforts to implement talent management on a broader scale still require a deeper understanding of challenges, opportunities and optimal strategies in the context of the Indonesian government (Bairizki, 2020).

Therefore, this study aims to investigate and analyze the best approaches to talent management that can effectively facilitate career development for state civil servants (ASN) in Indonesia. By understanding how talent management can be applied and optimized, this research seeks to make a significant contribution to improving the government bureaucratic system and developing quality human resources, in line with the government's vision to achieve better and transformative public services.

## 2. LITERATURE REVIEWS

### A. Talent Management

Talent management refers to a strategy methodology employed by organizations to find, cultivate, and retain employees who possess exceptional abilities and skills (often referred to as talents). The implementation of talent management within the ASN (Administrative and Civil Service) is intended to foster long-term viability and enhance the caliber of human resources employed within the government sector. The aforementioned activities encompass the identification of individuals with exceptional abilities, the cultivation of relevant skills and knowledge, the administration of professional trajectories, and the provision of suitable motivational rewards (Lewis & Heckman, 2006). According to Ahuja and Tandon (2019), the concept of talent management encompasses a holistic procedure that encompasses the identification of persons with exceptional abilities, the cultivation of their competencies, the administration

of their performance, and the oversight of their career trajectories. This approach prioritizes matching individuals with appropriate roles and responsibilities, so as to achieve optimal results. Talent Management refers to a strategic approach in identifying, developing, and utilizing individual talents and competencies within the organization. This involves planned and structured actions to ensure that individuals with the necessary potential and qualifications are placed in the right positions and given the opportunity to develop themselves.

Talent Management involves identifying talent within the organization. This involves a process of assessment and evaluation to identify individuals with the potential and qualifications required for a particular position. According to Cabrera Rivera (2015), Talent Management involves recognizing, identifying, and selecting individuals who have extraordinary skills and potential to be developed and placed in strategic roles. By identifying the right talent, organizations can ensure effective placement and optimal utilization of human resources. According to a study conducted by Berger & Berger (2004), Talent Management is a process that focuses on individual development through various methods and approaches aimed at improving performance and optimizing individual potential. By providing the right development opportunities, organizations can ensure that individuals have the relevant knowledge and skills needed to deal with complex job demands.

### **B. ASN Career Development**

Career development may be defined as the process by which individuals engage in activities and acquire skills and knowledge to enhance their professional growth and advancement within their chosen field or occupation. According to Nawawi (2006), career development refers to the progression of roles held by an individual over a specific length of time. This definition situates the role of a worker within an organization or corporation as one among a sequence of positions held throughout their career. According to Mangkunegara (2005), career development is a strategic process within an organization that assists people in formulating and implementing plans for their future professional growth. This activity aims to facilitate the mutual development of both the company and its employees, enabling them to reach their maximum potential.

For many civil servants, a career (job or position) is part of a plan that is carefully drawn up. For other ASNs, their careers may just be fate, because one person's career planning does not guarantee career success. Government policies in the field of staffing, attitude of leaders/superiors, experience, level of education, training, and also fate play an important role in the journey or career development of an ASN. However, career planning and development is very necessary for ASN to always be ready to take advantage of career opportunities that exist (Panjaitan & Sianipar, 2017).

In relation to the career development of civil servants (also known as ASN), UU.No.5 of 2014 (article 69) affirms the following: (1) The advancement of ASN careers is determined based on qualifications, competence, performance evaluation, and the specific needs of government agencies. (2) The career development of ASN/PNS takes into account considerations of integrity and morality. (3) Competence is assessed in terms of technical proficiency, which is determined by the level and specialization of education, technical training relevant to the job, and practical work experience. Additionally, managerial competence is evaluated based on educational attainment, training in structural or management aspects, and leadership experience. Lastly, socio-cultural competence is measured by work experience that demonstrates an understanding of and ability to navigate a diverse society in terms of religion, ethnicity, and culture, thereby fostering a national perspective. Integrity can be assessed by various criteria, including honesty, adherence to legal regulations, capacity for collaboration, and dedication to serving the community, nation, and state. Morality is assessed based on the utilization and encounter of ethical values derived from religious, cultural, and societal contexts. An individual's professional trajectory within a corporate entity constitutes a significant aspect of their overall life journey.

### **3. METHODS**

This research adopts a qualitative descriptive approach with analytical methods, which according to Bogdan and Taylor in Moleong (2014) is a process that produces descriptive data in the form of written or spoken words from individuals and observable behavior. This approach focuses on natural and holistic understanding, involves human participation as an instrument, applies inductive data analysis, and emphasizes the research process rather than the final result, with an agreement between the researcher and the research subject. The descriptive method was chosen because it is relevant to ongoing events and current conditions, according to the definition of Nazir (2011) who considers it a way to investigate the status of human groups, subjects, conditions, thoughts or current events. Data collection involved

observation, interviews, documentation, and combined analysis of the three, and data analysis was carried out through reduction, presentation, and drawing conclusions.

#### **4. RESULTS AND DISCUSSION**

Historically, the concept of HR management development has undergone changes, starting from the personnel department, strategic human resources, to the current era of talent management. Kock & Burke (2008) define talent management as a systematic and integrated process for attracting, hiring and retaining key employees and potential organizational leaders. The main objectives of talent management are developing talented employees, cultivating future leaders/senior managers, achieving organizational strategic goals, identifying skill requirements needed by the organization in the future, recruiting key employees, retaining key employees, supporting change, addressing employee skills shortages, assist in planning organizational resources, and transferring staff to other jobs (Chaerudin, 2018).

Aprianto (2013) states that talent management policies require the support of other HR management policies such as personnel planning, recruitment, selection, performance management, compensation for services and succession planning. So that talent management is not limited to assessment, competency development and career development. More specifically, Pella & Inayati (2011) stated that before Talent Management is prepared, there are four pillars of Talent Management that must be prepared prior to its implementation, namely:

- 1) Development Mindset: A company development mindset that prioritizes the individuals within the company.
- 2) Performance Culture: Organizations that manage talent management have, live and implement a high performance culture.
- 3) Executive sponsorship: Companies that successfully manage talent management programs always have a top executive who plays a key role in supporting the development of high potential employees.
- 4) Good Human Resources Information System: The company continuously manages and maintains a talent management program with the presence of infrastructure, investment and an accurate HR information system.

Optimizing Talent Management for the career development of the State Civil Apparatus (ASN) is a strategic approach that focuses on identifying, developing, and utilizing individuals who have potential and superior performance within the government environment. This process involves a number of interrelated stages and strategies to ensure that ASNs with the best talents and achievements can be directed towards more significant positions and responsibilities. In this study the authors reveal ways to optimize Talent Management in the context of ASN career development:

##### **a) Identify and acquire talent**

The first step in Talent Management is Talent Identification and Acquisition. This step focuses on three important interrelated aspects. First, identifying the required competencies is a key step in understanding organizational needs. By analyzing roles, responsibilities and strategic goals, organizations can identify the skills, knowledge and personal attributes needed to achieve success. Second, recruiting talent from outside the organization is also a crucial step. Opening up opportunities for talented individuals outside the organization can bring new perspectives and valuable innovation. Through a careful selection process, organizations can attract individuals who have competencies that match the needs and culture of the company. Third, assessing and searching for internal candidates involves evaluating individuals who are already in the organization. This involves identifying high-potential and high-performing ASNs, and providing them with opportunities to develop their careers in more challenging directions.

##### **b) Talent Integration**

This concept refers to efforts to integrate superior talents in the leadership structure and team building within the organization. This approach covers two main aspects: first, directing high potential individuals into strategic leadership roles, and second, building a diverse and highly competent team. In the first case, placing talented individuals into leadership positions provides opportunities for ASNs with the best performance and potential to take on roles that have a major impact on decision-making and the strategic direction of the organization. This not only maximizes individual contributions, but also ensures that the leadership of the organization is occupied by people who are able to face challenges and drive positive change. The leadership abilities and long-term vision possessed by talented ASNs will help shape a dynamic and innovative organizational culture. On the other hand, building a diverse and highly competent team is no less important. In the context of ASN career development, this means identifying

talented and potential individuals who can work together to achieve organizational goals. A strong and diverse team not only supports the creative exchange of ideas, but also enhances effective collaboration in addressing complex challenges.

**c) Exact placement**

After going through the talent integration process, the next step is to place these talented individuals in roles and responsibilities that are in line with their abilities and interests. This step is very important because the right placement will ensure that the State Civil Apparatus (ASN) can optimize its potential to the fullest, while making a significant contribution to the positions held. In this context, appropriate placement includes selecting a role that matches an individual's skills, experience and interests, so that they can work productively and with enthusiasm. Appropriate placement also prevents individuals from making irrelevant assignments, which can hinder their development and performance. By placing talented ASNs in appropriate roles, organizations not only benefit from individual competence and dedication, but also create a positive environment for career growth and excellent public service.

**d) Assess and reward performance**

After the proper placement process, the next stage is assessing and appreciating the performance of the State Civil Apparatus (ASN). This refers to objective measurement of individual performance in carrying out their responsibilities. Performance appraisal has an important role in monitoring the extent to which ASNs have succeeded in achieving the set targets, contributing to organizational goals, and developing their skills. In this context, periodic and transparent performance appraisals allow recognition of outstanding achievements, as well as providing constructive feedback for further improvement and development. Awards given as a result of this assessment, such as public recognition, awards, or incentives, are a form of appreciation for ASN's efforts and dedication in providing the best service to society and organizations. By implementing this step, the organization will not only reward outstanding ASNs, but also motivate them and encourage the creation of a work culture that focuses on achievement and high quality work.

**e) Retention and succession planning**

After going through the process of assessing and recognizing ASN performance, the next step is retention and succession planning. Retention planning refers to strategies for retaining talented ASNs who have made significant contributions to the organization. This includes efforts to create a work environment that motivates, provides development opportunities, and accommodates individual career aspirations. By understanding the needs and expectations of ASNs, organizations can design career development programs that can help retain these individuals in the long term. On the other hand, succession planning focuses on identifying and preparing ASNs who have the potential to fill key roles within the organization in the future. This involves nurturing ASNs with leadership potential, specific training, and relevant experience to prepare them to take over important roles when needed. By carefully planning retention and succession, organizations can maintain operational continuity, reduce the risk of losing valuable talent, and face the future with confidence.

**f) Capture and transfer knowledge**

The final step in Talent Management is capturing and transferring knowledge. This process refers to efforts to identify, store, and disseminate knowledge and experience possessed by ASNs who have contributed significantly to the organization. This knowledge includes insights, skills, best practices, and a deep understanding of the tasks and challenges faced. By creating systems that make it possible to capture and transfer knowledge, organizations can ensure that this valuable information not only remains when individuals are away, but can also be leveraged by their peers to address similar or even more complex situations in the future. This step also supports the succession planning process by ensuring that the knowledge and skills required for key roles are absorbed by potential successors. By prioritizing the capture and transfer of knowledge, organizations are able to maintain continuity, avoid losses due to personnel movement, and strengthen long-term capabilities in facing future changes and challenges.

**5. CONCLUSION**

This research comprehensively discusses the importance of implementing Talent Management in the context of career development for State Civil Servants (ASN) in Indonesia. Talent Management is a strategic approach to identify, develop and utilize talented individuals in organizations. In the context of government, ASN career development plays an important role in building a bureaucracy that is superior, transparent and

responsive to community needs. Talent management is important because it is an approach that supports the formation of high-performance organizations. In a bureaucratic context, Talent Management enables the identification, development and placement of individuals with high potential in strategic positions. This study outlines several key stages in optimizing Talent Management in developing ASN careers in Indonesia, namely through talent identification and acquisition, talent integration in leadership and team building, appropriate placement, performance appraisal, retention and succession planning, and knowledge capture and transfer. The implementation of Talent Management is expected to make a significant contribution to the improvement of the government bureaucratic system. By identifying, developing and utilizing ASN talent, the government can build a bureaucracy that is more responsive, efficient and able to provide better public services.

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