

## TALENT MANAGEMENT APPLICATION MODEL IN VILLAGE APPARATUS IN TEGAL REGENCY

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### Abstract

Talent management in public organizations has not been widely adopted compared to business organizations. This paper uses qualitative research that examines participant perspectives with interactive and flexible strategies. The focus of this research is the implementation of talent management in the village apparatus by emphasizing talent identification, talent development, and maintaining the talents of the village apparatus. The first step in implementing talent management is to map employees. This employee mapping aims to determine employees who are included in the talent to be included in the talent pool. The measurement of these two dimensions uses existing tools or instruments. Performance measurement uses the work performance assessment of village officials but can also use performance measurement.

**Keywords:** *Talent Management, Village Apparatus, Modeling*

### Introduction

Talent management is often applied in business organizations. Therefore when involved in public organizations requires, changes in several things to be involved in public organizations (Omotunde & Alegbeleye, 2021). Organizations are formed based on a vision and mission whose achievements are managed and carried out by humans, so it can be said that humans are a strategic factor in all organizational activities. For this reason, to regulate and manage HR and achieve organizational goals, knowledge, methods, and approaches to HR management are needed. Likewise, in public organizations, village apparatus resources are a strategic factor to be managed, so there is a need for competent village apparatus resource management to manage village government for the better.

Talking about HR management in general, there has been a paradigm shift or perspective on HR management (Liu et al., 2021). The new paradigm of HR management views HR as an organizational asset or human capital, so it must be managed strategically and proactively. The strategic role in managing HR, often referred to as strategic HR management, is the link between the implementation of HR management and organizational strategies to improve performance. In its implementation, this strategic role in managing HR means that HR managers must be

able to elaborate on all the capacities possessed by employees or their HR, to serve as a competitive advantage for the organization.

In the institutional aspect, the trend is that the modern organizational structure is getting flatter and leaner, which demands rightsizing that leads to downsizing or downsizing. The implications of these changes in HR and institutional aspects challenge HR managers to find the right strategy to manage HR. In other words, human resource management using traditional models has begun to shift towards the more modern direction, which is seen as more adaptive to change. At the bureaucratic level, a shift in the pattern of human resource management of the apparatus also occurs. The change in the name of the institution that manages civil servants in Indonesia, namely from BAKN to BKN, by eliminating the word 'administration' means that it has experienced a repositioning of roles to become more strategic, not just administrative tasks.

Managing village government today is not much different from what is experienced by the bureaucracy at the local government level or the central government (Supriyanto, 2021). The management of the village apparatus as a lower-level bureaucracy that deals directly with the grassroots, of course, must have a talent management model that can be applied more seriously apart from the central government budgeting village funds in 2022 of 68 trillion rupiahs which are budgeted to 74,960 villages, one of which can be budgeted for capacity building of village officials.

The demands of change, which are all digital, must, of course, be accompanied by the ability of the village apparatus to face the challenges of this era of 4.0 (Schaarschmidt et al., 2021). Skills in the internet of things, big data, artificial intelligence and others need to be possessed by village officials. Maybe they don't directly deal with work related to this, but there's nothing wrong with the village government innovating for this so that it doesn't go out of fashion.

### **Concept**

Talent management in an organization can refer to three things, namely 1) the ability and skills of a person (talent) and the individual's ability to contribute to the organization, 2) certain people or employees (the employee is a talent, which implies that the employee has the ability and skills specifically in their expertise), and 3) a group (talent group) in an organization. The meaning of talent emphasizes that the word talent can have various meanings depending on the context and use (Suparman & Naibaho, 2021).

Of course, organizations must foster and manage these talents to contribute optimally. According to Iles, Iles et al. (2010), the broadest meaning of talent management is strategic management to manage the career continuity of talented employees in an organization. The main objective is to ensure organizational goals by providing the right gifted employees with the right jobs and positions at the right time to achieve the organization's strategic goals. In this definition, talent management is directed at finding, recruiting, developing, and retaining talent to provide the best

performance for the organization.

The first approach views talent management as another HR management or development name. The argument is that both are focused on recruiting the right people for the right jobs at the right time. Both of them also carry out processes to manage, place, and develop the quality and capacity of these human resources. With this approach, TM is interpreted as relabelling or re-branding HR management functions to make them more up-to-date and credible. However, if analyzed more deeply, this approach does not provide a detailed explanation and complete picture of how to manage talented employees. As is well known, managing qualified employees require different methods, techniques and communication strategies from managing human resources in general.

The second approach defines TM as integrated HR management with a specific focus. In this approach, TM can use the same management tools as HR management, but the focus is only on a relatively small group of employees who are judged to be talented (Frankenhuis et al., 2020). Of course, the employee has been evaluated based on his current performance or potential to become a leader. This approach focuses on forming talent pools/organizational talent groups filled by selected employees. Organizations recruiting selected employees can be done from internal organizations and competing organizations. The MT process, which is more exclusive, is only intended to manage a small group of selected employees, who are expected to become the driving group for organizational progress.

The third approach sees MT as an organizational strategy to develop competence within the career development framework of talented employees. The focus is on developing the competence and capacity of qualified employees by providing enrichment and additional talent pipelines in career development. This third approach brings MT closer to the succession planning process by preparing future organizational leaders. The focus is on HR strategic planning to recruit, nurture, and develop talented employees from the start, provide structured leadership development, and place them in a position to replace the organization's top leaders (future leaders).

The village apparatus is part of the government administration in the village. It has the task of assisting a village head in carrying out the duties and authorities of the village head in carrying out the government of the town and the needs of the community in the village where his job is. Following Law Number 06 of 2014 concerning Villages, it is explained that the authority in the appointment and dismissal of a part of the village government is the authority of a village head. However, in carrying out his power, a village head must still comply with the regulations stipulated in the law. Applicable laws or regulations.

The village apparatus is part of the government in charge of public services responsible for services to the community where he is assigned. A village apparatus also assists the tasks carried out by a village head in helping with what the local community wants. Therefore, all village officials must also have a commitment, expertise, skills, feelings, and sincere attention and need a high sense of care by a village apparatus to

carry out their duties, namely serving the community.

With the aim that the people served to get a sense of comfort and satisfaction in the services that the village apparatus have carried out to provide solutions to all the problems that exist in the village. Because the town is still the foundation and hope and the backbone in the implementation of national development, it is said that the city is still a priority because it is mutually recognized that the basis for growth and production granaries as well as various supplies of raw materials for multiple purposes, both food and materials for the industry are still needed from rural areas. Therefore, rural development is required to strengthen the national development framework. The success of products carried out in the village must have strong support from the village government and the community.

There are five basic principles contained in good corporate governance or good governance. The five principles are transparency, accountability, responsibility, independence and equality or fairness. These will be described in more detail: Transparency, Accountability, Responsibility, Independence, equality and justice.

According to the Peraturan Menteri Dalam Negeri Nomor 67 Tahun 2017 Tentang Perubahan Atas Peraturan Menteri Dalam Negeri Nomor 83 Tahun 2015 Tentang Pengangkatan Dan Pemberhentian Perangkat Desa Village Administration is the administration of government affairs and the local community's interests in the government system of the Unitary State of the Republic of Indonesia. While the Village Government is the Village Head or what is called by another name assisted by the Village apparatus as an element of the Village Government organizer. The concept of talent management in the village apparatus emphasizes talent identification, talent development, and retaining the talents of the village apparatus.

## **Method**

This paper uses qualitative research that examines participant perspectives with interactive and flexible strategies (Sugiyono, 2013). Qualitative research aims to understand social phenomena from the participant's point of view. Thus, the meaning or understanding of qualitative research is research used to examine the object's condition. Naturally, the researcher is the key instrument. The focus of this research is the implementation of talent management in the village apparatus by emphasizing talent identification, talent development, and maintaining the talents of the village apparatus.

## **Result And Discussion**

### **1. Talent Management Governance in Indonesia's Bureaucracy**

To get high organizational performance, the presence of talented employees must be managed effectively. The organization must develop a strategy for carrying out the stages and processes of implementing talent management. In various Talent Management literature in business organizations, the talent management process is generally carried out by recruiting employees outside the organization. HR

managers are usually tasked with finding employees who are considered to have a high capacity and have proven their performance in other organizations. These employees are then labelled as talents that the organization will recruit.

In public organizations in Indonesia, talent management practices like this cannot be done directly. Moreover, the policies and systems of employee remuneration between government and business organizations are still far different. For this reason, the talent management process in government agencies needs to be adjusted to the current staffing policy. Instead of recruiting talent from outside the organization, HR managers can map and locate talented employees from within the organization.

Iles et al. (2010) explain that the talent management process in a company consists of five interrelated processes, namely 1) identifying and selecting talented employees (especially from outside the company), 2) evaluating the competencies and skills of talented employees, 3) reviewing and compiling placement plan, 4) developing and placing and 5) fostering and retaining these talented employees. In the context of bureaucracy, these five MT processes can also be carried out but with adjustments according to government HR policies and management. These five talent management processes can be described as follows:



**Figure 1**  
**Talent Management Process Scheme**

Another opinion about the talent management process emerges from (Iles et al., 2010), which focuses on executive talent management. The results of his study on talent management in various companies in Europe concluded that an effective MT is carried out in six stages, namely, (1) focusing on essential jobs and organizational positions, (2) identifying high-performing talent groups, (3) conducting an assessment of the potential of talent groups, (4) developing the leadership capacity of talent groups, (5) reducing the impact of the sectoral ego of talent groups, and (6) developing high-performing employees who may not belong to the potential talent pool. Sloan et al. (2003) also identified six stages/processes of talent management. Still, they can be summarized into three steps, namely: 1) attract

and retain, attract and select talented employees to the organization, 2) select and transition, and help talents occupy roles and positions. Appropriate, 3) mobilize and develop, encouraging talent to develop and perform well.

From the various literature, the talent management process of public organizations is carried out to ensure a transparent and accountable process for obtaining superior talent (Froese et al., 2020). In general, the public sector MT process goes through four main stages, namely 1) identification of strategic/critical organizational positions and talent needs to determine strategic positions that must be filled by talent; 2) talent recruitment and selection process through various psychological tests to measure potential and assessment centres to assess managerial competence, as well as interviews with organizational leaders. At this stage, employee mapping is carried out by placing employees into nine employee boxes based on the selection results; 3) talent placement and development following the organizational talent assignments. In addition, delta will get competency development, both classically and non-classically; 4) evaluation and development of talents to assess the performance and contribution of talents to the organization. The evaluation process is carried out thoroughly with a 360-degree feedback evaluation instrument.

All informants agreed that the application of talent management was aimed at creating a merit system in managing the human resources of the apparatus. What concerns the informants is the willingness of the Regional Head to implement talent management consistently. Informant 8 said, "Yes, it will depend on the Regent. If he is ready, we will carry out". Or Informant 7 emphasized, "Here, the Regent is very open and committed to implementing competence in the management of civil servants. I think he will support." Meanwhile, Informant 9 said, "This is a challenge how regional heads can realize transparent regeneration".

HR management agencies carry out the talent management process to recruit, develop, and place civil servants who have talent. In general, the talent management process begins with identifying and selecting the skills needed to fill vacancies in the organization. After being selected, the talented civil servants will then be developed under the demands of the competence of the position. If the talent is considered capable, it is placed in a post.

From the informants' answers to the talent management process, we found that identifying talented employees has been carried out by carrying out competency assessments for civil servants in collaboration with agencies that carry out competency mapping. However, the implementation of the evaluation is still partial and does not describe the talent management system as a whole. The following are some of the themes we found from the analysis of the talent management process.

The talent management implementation process has not been carried out comprehensively by BKD. However, all respondents agreed that the implementation of MT by BKD can be said to be still partial. For example, almost all BKDs have conducted assessments for competency mapping for some civil servants. Informant

1 said that BKD had carried out an evaluation to map administrator officials' competence. Meanwhile, Informant 6 stated that competency mapping had been carried out for administrator officials and some supervisors in his area. In addition, all BKDs have also conducted an open selection to select and determine the JPT Pratama. This selection is carried out by working competency mapping with assessments and other instruments.

In conducting talent selection, BKD requires performance mapping. The challenge is how to analyze performance data obtained from the results of the employee performance appraisal contained in the annual SKP. Objectively. Most of the informants felt that the values in the SKP did not reflect the actual value of the performance in question. So that the determination of talent based on the value of SKP's performance is considered less objective. Informant 2 stated, "I think that all SKP scores are good. So other instruments must be made, for example, service innovation.

Almost all of the informants agreed that the competency mapping activity that BKD had carried out could be used as the initial stage to carry out overall talent management. The policy states that the talent management process consists of scenes of acquisition, development, retention, talent placement, and monitoring and evaluation. The talent acquisition stage has not been formally carried out, considering the talent mapping process has not been carried out formally in each BKD. Talent acquisition is carried out to obtain prospective talents needed in the target position.

The form of development for employees who are considered to have talent that is currently often carried out by BKD is by assigning them to take part in leadership training and other assignments from the leadership. What needs to be underlined is that employees who are considered talented at this time still come from structural officials, namely administrators and supervisors, and not many pay attention to certain functional officials.

The placement of talent has not been carried out because currently, the order of prospective leaders is under the authority of the PPK, which is carried out by an internal mechanism in the Position and Rank Advisory Agency (Baperjakat) and the BKD is involved in it. However, all informants hoped that the talent placement process would make the placement of employees in certain positions more transparent and not become a negative issue among employees, primarily related to political intervention from the KDP or even certain DPRD members.

## **2. Talent Management Application Model for Village Apparatus**

Culturally, village apparatus organizations are collegial (Rauf & Maulidiah, 2015). However, in this case, the current challenge is that the village apparatus currently plays a reasonably active role as the spearhead of lower-level bureaucratic services that deal directly with the grassroots. Therefore, it requires skills in skills and talent identification, talent development, and maintaining the talents of the village apparatus.

The application of talent management in terms of talent identification, based on a conceptual framework on talent management, the talent management process is a translation of HR management strategy that aligns with the organization's strategic planning and must reflect the achievement of the vision and mission. The first step that needs to be taken in the talent management process is to identify future talent needs. The need for organizational talent for the next five years is a translation of the strategy and reflects the organization's vision and mission, taking into account internal and external demands. The quality aspects of determining talent needs include knowledge and skills gained from experience, competence, and personality.

The first step in implementing talent management is to map employees. This employee mapping aims to determine employees who are included in the talent to be included in the talent pool. The criteria or dimensions to be used are performance and potential. Performance represents the criteria or elements of what the candidate has done in the past (historically). In contrast, it potentially means the feature that predicts what the candidate can do in the future. The performance aspect shows the consistency of the candidate's achievements. The potential describes the extent to which the capability and readiness of the employee or candidate to occupy a higher position.

The measurement of these two dimensions uses existing tools or instruments. Performance measurement uses the work performance assessment of village officials but can also use performance measurement. Performance indicators can be included to measure performance through quality, quantity, timeliness, effectiveness, independence, and work commitment.

The quality of work of village officials is measured in serving the community in the fields of government, public services, development, and empowerment as arranged in the village government's work plan. There are four points in the work plan of the village government, including strengthening the capacity of village governments through good village governance, increasing community participation in government and development, improving the quality of human resources, and developing natural resources/people's economic infrastructure.

Of the four points, if we apply them to the village government in Tegal Regency, the duties of the village apparatus can be carried out well in the field of public services and empowerment through the health sector in the form of integrated health service posts. The work program for governance and improving the quality of human resources is strengthened by recruiting village officials who are starting to prioritize talents with information technology capabilities in terms of physical development such as roads and bridges as well as the management of Village-Owned Enterprises, which are getting better day by day, mainly because of the support for BUMDes capital from village funds as well as strengthening the local potential-based economy owned by the village, both agriculture and village tourism as well as empowering the younger generation. Even so, it must be admitted that one of the reasons for not working well in the aspect of development is because the



planning and budget have not been well organized. And Village Owned Enterprises have not been maximized because of the management who cannot manage them properly. Through the Old Law, the village government should not just stand by. Because what is stated by the community is a natural thing, it is hoped that through the authority of the village government in the fields of government, development, public services, and community empowerment, it can be done. Therefore, improvements in the implementation of the duties and functions of the Village Apparatus must be followed by establishing a work program that is carried out every year by adjusting to the needs of the village and input from the community because one of the crucial things in understanding the performance of the village government is in terms of the ability to recognize community demands for services, set agendas, and prioritize services.

Timeliness is a performance indicator that village officials must meet in serving the community. The village government in Tegal Regency has made a picket schedule at the Village Hall. Where every Village Apparatus has been given a picket in serving the community. Through the picket schedule during office hours, it is inevitable that the village apparatus will directly help people who come to the village office on duty. Even though there is no Work Operational Standard, it is adjusted to the main tasks and functions based on the position. So the service, however, is done.

In terms of independence in completing work, this is a critical indicator. When recruiting village officials, selected villagers will be chosen and judged to have the ability to carry out their duties and functions as village officials so that they are considered capable and able to complete the job well independently. Managerial work at the village hall has been divided evenly among all village apparatus. In daily life, there are main tasks that have been divided among each village apparatus.

In terms of work commitment, village officials. During the recruitment process, oaths and promises were made based on position. So that through oaths and promises in this position, the Village Apparatus commits to carry out their duties properly, correctly, honestly and fairly. The commitment of village government organizations in carrying out their responsibilities is to serve the community following the vision and mission of the village government, namely a prosperous, independent, democratic, free and fair society. So that in carrying out their duties, each Village Apparatus must adjust work patterns and behaviour to realize the Village vision.

The main issue in talent management is to keep talented employees in. The two main factors that encourage talent to stay in the organization are compensation and career development. After developing their skills, organizations need to build a talent retention program that focuses on employee career development. The program includes the application of career patterns and succession systems. The talent pool that has been formed will be one of the keys to succession planning. The career pattern is to regulate the career movement of employees to prioritize the needs of the

organization with employee career planning. However, what needs to be pursued in the future is the career planning of the village apparatus, which tends to stagnate or stagnate in the same position.

The university also has a role in talent management in the village apparatus by collaborating both in research and community service, which can increase the interactive relationship between the university and the village government as one of the locus and objects of study (Rachmawati et al., 2021). so that the reciprocal relationship between villages, government and universities arises as a triple helix that is interconnected with each other and needs each other.

### **Conclusion**

Talent management policies in local governments are still in the early stages. The results of this study provide several notes that can be used as suggestions for improving the effectiveness of talent management. The first note relates to the concept of talent, which should be interpreted more than potential and performance criteria. The integrity and ethical requirements of the apparatus should be considered in determining the selection and determination of talent pools. With communalism and the values of kinship and togetherness still strong in local governments, implement talent groups that require competitive and individual values. Do not let the talent group determined by the PPK later be employees who are considered "close" to the regional head.

The second relates to institutional capacity support for implementing MT in local governments that needs to be improved. The existence of an assessment centre and competent human resource assessors is a prerequisite for the effective implementation of Talent Management. For this reason, the Ministry of PAN and RB should provide incentives for regions that commit to implementing Talent Management. An objective Talent Management implementation strategy with an adaptive approach according to the local government's capacity will facilitate the implementation of this policy.

Meanwhile, what needs to be developed in the future is how to plan the career of the village apparatus so that the increase in competence possessed by the village apparatus does not stagnate at a certain point. Where there is a career path in the village apparatus, there will be competitive so that the competency aspects possessed by the village apparatus will be better and enthusiastic to pursue the entire career path.

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