# BAB V
# PENUTUP

## A.  Kesimpulan

Kementerian Kelautan dan Perikanan sebagai salah satu instansi pemerintah telah menjalankan kebijakan manajemen talenta. Manajemen talenta merupakan praktik penerapan pengelolaan SDM berbasis merit sistem. Penelitian ini dimaksudkan untuk memetakan praktik pelaksanaan kebijakan manajemen talenta di lingkungan Kementerian Kelautan dan Perikanan. Tujuan penelitian ini untuk mengungkapkan faktor-faktor yang berpengaruh dan prasyarat kondisi yang harus diwujudkan dalam menjamin penyelenggaraan manajemen talenta, menemukan strategi yang harus diperhatikan dalam menjamin perbaikan penerapan manajemen talenta, serta merumuskan model dalam mengoptimalkan penerapan manajemen talenta di KKP. Berdasarkan hasil penelitian dan analisis yang dilakukan diperoleh simpulan sebagai berikut:

1.  Faktor yang berkaitan dengan belum optimalnya penerapan manajemen talenta di KKP terdiri atas faktor internal dan eksternal. Permasalahan teknis yang timbul pada penerapan manajemen talenta ditemukan beberapa faktor internal yang memberikan pengaruh yakni dukungan dan komitmen pimpinan dalam prioritas dan inisiatif pengelolaan talenta, *mindset* organisasi dalam mendukung pengembangan pemanfaatan potensi talenta, perencanaan dan penganggaran mendorong inisiatif manajemen talenta, serta ketersediaan infrastruktur yang memadai. Selain itu terdapat faktor eksternal yang berpengaruh dalam penerapan manajemen talenta antara lain kebijakan nasional yang memberikan panduan, arahan dan batasan pelaksanaan manajemen talenta, kondisi lingkungan eksternal seperti kondisi politik, kondisi ekonomi, kondisi sosial budaya demografi sebagai tantangan perkembangan pengelolaan manajemen talenta serta citra organisasi dan presepsi publik sebagai daya tarik menarik talenta potensial. Keberadaan

faktor internal memberikan pengaruh besar karena berkaitan erat dengan segala tahapan proses tahapan penerapan manajemen talenta mulai dari proses akuisisi talenta, pengembangan talenta, retensi talenta, penempatan talenta, sampai pada pemanfaatan teknologi dan informasi. Selain itu keberadaan status kelembagaan KKP sebagai institusi pemerintah merupakan bagian dari subjek kebijakan nasional yang harus patuh atas segala bentuk perubahan regulasi yang timbul sehingga adaptasi dari segala bentuk regulasi itu menjadi kewajiban dalam penyelenggaraan perjalanan penerapan manajemen talenta. Desain perencanaan dan penganggaran harus fleksibel dalam menghadapi tantangan perubahan yang kemungkinan timbul dalam proses penerapan manajemen talenta, disaat yang sama KKP melakukan penguatan *mindset* dengan upaya internalisasi dari level pimpinan dan menjadikannya *role model* dalam memprioritaskan inisiatif pengelolaan talenta, para pengelola SDM aparatur fokus dalam mendorong motivasi dan pengembangan talenta secara berkelanjutan dalam menarik partisipasi seluruh pegawai. Hal ini dilakukan untuk menjamin keselarasan proses penerapan manajemen talenta yang berkeadilan, objektif, dan kompetitif dalam menghadapi berbagai perubahan lingkungan eksternal, sekaligus menaikkan citra dan persepsi publik terhadap lembaga dalam membantu menarik talenta dan kontribusi potensial.

2. Pelaksanaan penerapan manajemen talenta di KKP berkaitan erat dengan perjalanan manajemen SDM aparatur yakni proses suksesi kepemimpinan dalam mendukung perjalanan pengembangan karier pegawai. Manajemen talenta yang diterapkan memiliki kriteria tertentu dalam memilih kandidat potensial sehingga condong pada model eksklusif. KKP ingin mengadopsi pendekatan manajemen talenta yang lebih inklusif dan menyeluruh yang dilakukan dengan fokus pada pengembangan dan fasilitasi semua pegawai sebagai talenta potensial. Hal ini dilakukan dengan upaya untuk mengenali, mengembangkan, dan memanfaatkan potensi pada seluruh anggota organisasi sesuai dengan keberagaman jabatan dan talenta yang ada di KKP.

Langkah strategis yang dilakukan KKP dalam mendorong penerapan manajemen talenta yang terintegrasi dengan tata kelola SDM aparatur secara menyeluruh. Penerapan manajemen talenta tidak hanya dipandang sebagai komponen terpisah, tetapi diintegrasikan dengan seluruh rangkaian tata kelola SDM aparatur. Hal ini melibatkan tahapan-tahapan dalam penerapan manajemen talenta, seperti identifikasi talenta, pengembangan individu, pengembangan karier, dan sebagainya. Model ini memiliki peran ganda. Pertama, sebagai konsultan untuk merancang dan mengarahkan kebijakan dan inisiatif yang lebih inklusif dalam penerapan manajemen talenta. Kedua, sebagai eksekutor dalam menjalankan tindakan nyata dan melaksanakan terobosan perbaikan tata kelola SDM aparatur. Hal ini dilakukan untuk memperbaiki dan meningkatkan kualitas tata kelola SDM aparatur secara keseluruhan. Ini mencakup bagaimana kebijakan, praktik, dan prosedur terkait SDM dirancang dan diterapkan. Tujuan strategi integratif ini adalah memastikan bahwa semua pegawai dapat mendapatkan manfaat dari penerapan manajemen talenta yang inklusif. Dengan kata lain, strategi ini membuka peluang pengembangan bagi seluruh anggota organisasi. Strategi ini mencakup dukungan untuk terobosan dalam praktik SDM dan manajemen talenta termasuk perubahan dalam kebijakan, pendekatan, atau program yang dapat dijalankan oleh KKP. Pendekatan ini pemegang mandat pengelola SDM aparatur memiliki peran sentral dalam merancang, mengarahkan, dan menerapkan inisiatif yang lebih inklusif dalam penerapan manajemen talenta. KKP berusaha untuk menciptakan pendekatan manajemen talenta yang lebih inklusif, terpadu, dan berfokus pada perbaikan kualitas tata kelola SDM aparatur secara menyeluruh. Sebuah harapan besar bahwa penerpaan manajemen talenta inklusif dapat menghasilkan lingkungan kerja yang lebih adil, beragam, dan inovatif bagi semua pegawai di KKP.

Keterbatasan penelitian ini ditemukan sebagaimana karakter dikarenakan adanya keterbatasan waktu dalam proses penelitian dan kedalaman informasi yang

didapatkan. Selain itu hasil analisa dalam perumusan model penerapan manajemen talenta dirumuskan berdasarkan pendekatan deskriptif dilihat dari padangan konsep manajemen talenta akan dimungkinkan terdapat perbedaan dari konsep yang berkembang karena lebih menekankan karakter kasus spesifik di KKP. Beberapa pernyataan dalam penjelasan dalam penelitian ini perlu dilakukan kajian lebih lanjut untuk didalami dan diuji dengan metode penelitian lain untuk menjamin antara korelasi dari fakta yang terjadi dapat dijelaskan secara komprehensif. Penelitian ini dalam pengumpulan data menggunakan metode wawancara mendalam, semi-terstruktur yang bergantung pada interpretasi personal peneliti terhadap informasi yang didapatkan dari hasil wawancara sehingga masih terdapat kecenderungan subjektif terhadap satu kasus tertentu. Proses analisis juga merupakan kumpulan dari analisa deskriptif sebagaimana analisis dari pemahaman kerangka konseptual yang dipahami peneliti dalam konsep manajemen talenta mendominasi proses perkembangan dalam merumuskan hasil penelitian sehingga dimungkinkan akan berbeda dengan konsep berkembang seiring waktu.

**B.   Saran**

Menindaklanjuti temuan penelitian mengenai penerapan manajemen talenta di Kementerian Kelautan dan Perikanan terdapat beberapa hal yang penting untuk diperhatikan. Peneliti mengajukan saran melalui rekomendasi dalam mengatasi berbagai informasi yang didapatkan selama proses penelitian. Peneliti berharap saran ini akan mampu mendorong proses penerapan manajemen talenta dapat berjalan secara optimal.

Perumusan proses dari sistem manajemen talenta dibutuhkan dengan tahapan yang kompleks. Kebijakan manajemen talenta di lingkungan KKP memiliki peranan strategis dalam mendukung keberlangsungan birokrasi pemerintahan dan pembangunan bidang kelautan dan perikanan. Manajemen talenta memiliki peran strategis dalam menjamin ketersediaan talenta yang sesuai dengan kebutuhan persaingan organisasi. Ketersediaan talenta yang mencukupi akan mampu meningkatkan kualitas dari kinerja organisasi sehingga mampu mencapai hasil yang

maksimal. Rasionalisasi penerapan dimaksud dilakukan untuk lebih menegaskan sebagaimana yang dikutip dari (Dessler, 2013) bahwa pentingnya penyelenggaraan manajemen untuk mendesain, menentukan alur proses, konsisten pada tujuan manajemen, aktif dalam mengawal tahapan, serta menyatukan rangkaian tersebut dalam keselarasan strategi yang terintegrasi dalam satu kebijakan sumber daya manusia.

Manajemen talenta KKP dilihat sebagai kesatuan proses yang harus dilaksanakan secara komprehensif. Manajemen talenta KKP harus didesain selaras dengan strategi dan tujuan organisasi KKP, sehingga akan memberikan dampak positif terhadap pencapaian tujuan organisasi. Manajemen talenta yang ada tidak akan mampu memberikan peran signifikan, apabila perjalanannya tidak selaras dengan strategi dan tujuan organisasi. Kunci penting awal tata kelola manajemen talenta KKP harus berkaitan dengan peran perencanaan dalam mewujudkan desain tata kelola SDM aparatur dan perbaikan tata kelola birokrasi pemerintahan.

Terdapat beberapa proses dari penerapan manajemen talenta yang telah disampaikan pada bagian sebelumnya yang relevan dapat dilaksanakan oleh KKP dalam hal ini pertama akan mampu meningkatkan penguatan pengembangan karier ASN secara kompetitif dan berdaya saing, sehingga akan berimplikasi terhadap peningkatan produktivitas kerja yang tinggi, kedua akan mampu mempertahankan ASN untuk termotivasi dalam menciptakan inovasi dalam membangun sistem kelola birokrasi masa depan, ketiga akan mampu mengendalikan suasana dan budaya kerja yang kondusif dalam membentuk keterikatan kerja dan menjamin peningkatan kontribusi pegawai dalam jangka waktu yang lama dalam organisasi. Agenda kebijakan yang paling penting untuk dirumuskan dan ditegaskan kembali berkaitan dengan manajemen talenta mencangkup beberapa langkah sebagai berikut:

1) Menetapkan kebijakan strategis terkait dengan pengelolaan talenta di KKP, termasuk di dalamnya memperkuat strategi akuisisi, perumusan kebutuhan pengembangan, peningkatan pengembangan kompetensi, penyelenggaraan manajemen kinerja penilaian kompetensi dan hasil kerja, penguatan sistem

manajemen karier, menetapkan pola rotasi mutasi dan promosi, perumusan terkait skema kluster jabatan dan penyelenggaraan monitoring dan evaluasi berkala melibatkan peran fungsi kelembagaan, keberhasilan program, dan peningkatan kualitas talenta kementerian.

2) Mendorong upaya koordinasi dan advokasi dengan stakeholder terkait proses penyelenggaraan sistem manajemen talenta yang terintegrasi dengan sistem manajemen SDM aparatur lainnya serta menyesuaikan diri dengan konsep nasional, sehingga dapat memastikan kesesuaian antara kebutuhan SDM aparatur dapat berjalan secara selaras dan investasi penganggaran yang tepat dengan strategi dan tujuan nasional secara berkelanjutan.

3) Menerapkan prinsip-prinsip keadilan dan transparansi dalam setiap tahap pengembangan talenta, termasuk dalam pengadaan ASN, seleksi, penilaian kompetensi, dan pengelolaan kinerja, serta keterbukaan akses dalam peningkatan kualitas talenta melalui keberadaan transparansi data menjadi sangat penting untuk menjamin upaya adanya tolok ukur keadilan dari proses penyelenggaraan manajemen talenta sehingga apabila ada kesalahan prosedur dan informasi akan dimungkinkan usaha perbaikan selaras dengan *feedback* yang berkembang.

4) Membangun budaya organisasi yang mendukung pengembangan talenta, sosok kepemimpinan manajemen yang transformatif, termasuk dengan memberikan penghargaan dan insentif yang sesuai kepada para pegawai yang berprestasi dan memiliki potensi untuk berkembang dengan melakukan pemberdayaan pada seluruh pegawai. Pemberian penghargaan dan intensif yang baik akan memberikan motivasi yang mendorong sosok keberadaan *role model* yang baik dalam perkembangan pengelolaan talenta.

5) Melakukan evaluasi dan pemantauan secara berkala terhadap program pengembangan talenta yang telah dilaksanakan, sehingga dapat memastikan efektivitas dan efisiensi program, serta melakukan perbaikan atau penyesuaian jika diperlukan. KKP perlu melakukan evaluasi menyeluruh terhadap faktor kondisi internal, seperti budaya organisasi, sistem dan

prosedur, serta kepemimpinan dan manajemen yang ada serta eksternal terkait kebijakan nasional, situasi politik, ekonomi, sosial budaya demografi, dan citra organisasi. Evaluasi ini akan membantu KKP memahami kekuatan dan kelemahan internal dan eksternal yang dapat mempengaruhi penerapan manajemen talenta. Setelah memahami faktor kondisi eksternal dan internal, KKP perlu melakukan sinkronisasi dan harmonisasi antara kedua faktor tersebut. Di dalam mengidentifikasi keterkaitan dan interaksi antara faktor-faktor tersebut serta mencari cara untuk mengoptimalkan integrasi penerapan manajemen talenta. Misalnya, jika kebijakan nasional mendukung pengembangan karier ASN, KKP dapat memastikan bahwa budaya organisasi dan sistem internal juga mendukung upaya tersebut. Jika diperlukan, KKP perlu melakukan pembaharuan kebijakan dan prosedur yang relevan sesuai dengan kondisi eksternal dan internal yang ada. Ini mungkin melibatkan pengembangan kebijakan nasional yang mendukung pengembangan karier ASN secara berkelanjutan, pembaharuan sistem dan prosedur pengelolaan talenta, atau peningkatan *mindset* kepemimpinan dan manajemen yang berorientasi pada pengembangan karier yang adil. Di dalam mendukung proses mengurangi dampak negatif dari faktor yang berpengaruh dalam penerapan manajemen talenta dilakukan redesain diselaraskan dengan strategi dan tujuan organisasi KKP, sehingga akan memberikan dampak positif terhadap pencapaian tujuan organisasi.

Namun dalam proses penyelenggaraan manajemen talenta sebagai bagian dari proses bisnis manajemen ASN nasional KKP tidak dapat berdiri sendiri. KKP harus mengajak setiap pemangku kepentingan  terutama dari pemangku kebijakan bidang SDM aparatur untuk bersama-sama saling membantu dalam mendukung tercapainya tujuan nasional. Beberapa saran yang dapat direkomendasikan dari penelitian ini sebagai berikut:

1. Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (KEMENPANRB)

KEMENPANRB dalam menyusun kebijakan manajemen talenta harus mempertimbangkan aspek yang komprehensif antar proses bisnis dalam komponen manajemen sumber daya manusia aparatur. Hal ini mengingat dimensi penerapan manajemen talenta memiliki keterkaitan dan sensitif terhadap perubahan dari komponen manajemen sumber daya manusia. Selain itu penting untuk mempertimbangkan perumusan kebijakan yang mempertimbangkan proses mengintegrasikan penerapan manajemen talenta skala nasional dan mudah diterapkan dengan tersedia pedoman penerapan manajemen talenta yang terperinci dan tahapan yang jelas bagi seluruh instansi pemerintah baik. Selain itu proses pelaksanaan sosialisasi dan konsistensi kebijakan dalam pelaksanaan kebijakan perlu menjadi perhatian dalam proses pelaksanaan penerapan kebijakan manajemen talenta. Perjalanan manajemen talenta membutuhkan proses menghimpun data dan informasi yang secara berkelanjutan perubahan kebijakan akan sangat memberikan pengaruh terutama berkaitan dengan dimensi sebagai pertimbangan dalam proses penentuan kondisi talenta. KEMENPANRB harus senantiasa mempertimbangkan jangka waktu dari hasil produk kebijakannya dapat diterapkan dalam jangka waktu yang lama dan berdampak hukum positif yang mengintegrasikan fungsi dari kewenangan antar instansi pembina bidang SDM aparatur seperti KEMENPANRB, BKN, LAN, dan KASN. KEMENPANRB harus memberikan perhatian juga terhadap komponen lain seperti dukungan kelengkapan instrumen kebijakan dan perhatian terhadap dukungan pimpinan instansi, komitmen anggaran bidang SDM aparatur, serta mempermudah dukungan kualitas ketersediaan formasi jabatan dalam mendukung kualitas pengelola SDM aparatur yang handal, dan pro terhadap perbaikan kualitas kinerja dan pelayanan bidang SDM aparatur, pengembangan kompetensi pengelola SDM aparatur, serta peningkatan penyederhanaan proses manajemen SDM aparatur melalui dukungan digitalisasi bidang SDM aparatur.

2. Badan Kepegawaian Negara (BKN)

BKN dalam penerapan manajemen talenta harus mampu menyediakan kemudahan dan keselarasan proses melalui penyederhanaan proses penerapan norma standar prosedur dan kriteria (NSPK) yang jelas dalam proses

penyelenggaraan pengadaan, mutasi, pemberhentian dan pensiun, serta status dan kedudukan hukum ASN, penyelenggaraan administrasi pensiun, Pejabat Negara dan mantan Pejabat Negara, penyelenggaraan sistem informasi manajemen kepegawaian, penyelenggaraan pengawasan dan pengendalian pelaksanaan manajemen kepegawaian, penyelenggaraan pemetaan potensi dan penilaian kompetensi Pegawai Negeri Sipil, penyelenggaraan dan pengembangan sistem rekrutmen Pegawai Negeri Sipil. BKN dalam membangun sistem informasi manajemen talenta dan menyediakan rumah yang dapat menjadi himpunan data dan informasi bidang SDM aparatur yang terjamin validitas dan terintegrasi dengan proses pelayanan bidang SDM aparatur pada setiap instansi pemerintah. BKN melakukan supervisi dan pendampingan dalam penerapan manajemen talenta berkaitan dengan proses penegakan NSPK yang mendukung langsung terkait penerapan manajemen talenta. BKN melakukan *piloting* secara berkelanjutan terhadap model pengelolaan manajemen talenta pada instansi pemerintah secara bertahap. Hal ini akan mempermudah dalam membangun sistem data yang terintegrasi yang secara lintas sektor. Manajemen talenta nasional adalah muara akhir dari perjalanan membangun talenta ASN, dimana BKN akan mudah dalam memotret kebutuhan talenta terbaik pada jabatan tertentu. Hal tersebut dibutuhkan koordinasi yang baik secara komitmen, dukungan data, sistem perencanaan, penganggaran dan kualitas SDM aparatur khususnya penyediaan kualitas pembinaan kompetensi pengelola SDM aparatur yang menjadi ranah kewenangan BKN.

3.    Lembaga Administrasi Negara (LAN)

LAN sebagai pembina dan menyelenggarakan pendidikan dan pelatihan Pegawai ASN berbasis kompetensi tingkat nasional harus mendorong terciptanya pelaksanaan model pengembangan kompetensi yang efektif untuk lebih mempermudah jangkauan, mengembangkan berbagai komponen jenis pengembangan, memiliki platform sumber daya keilmuan yang dapat dimanfaatkan seluruh instansi pemerintah, dan berperan dalam mendorong pelaksanaan pendampingan instansi pemerintah untuk meningkatkan penguatan terhadap

pelaksanaan pengembangan kompetensi dibidangnya. LAN harus mampu merancang dan mengintegrasikan model pengembangan kompetensi yang komprehensif dan kompleks dari berbagai instansi pemerintah sehingga menjadikannya sebagai *central learning* aparatur dalam mendukung berbagai keilmuan yang dimanfaatkan dan berkembang dibidang ASN untuk mendukung percepatan dukungan pelaksanaan pembangunan nasional.

4.     Komisi Aparatur Sipil Negara (KASN)

KASN sebagai lembaga pengawas akan mempunyai tanggung jawab lebih besar pada instansi pemerintah yang telah menerapkan manajemen talenta. KASN perlu memperjelas prosedur pelaksanaan pengisian dan kriteria suksesor serta memastikan proses perumusan daftar suksesi terjamin objektivitasnya. Pengembangan model alat ukur dan kriteria dalam proses suksesi termauk berkaitan dengan cara kerja komite talenta dan komite suksesi yang ada pada setiap instansi pemerintah. Hal ini penting dilakukan karena instansi pemerintah telah mempunyai manajemen talenta, karena harus benar memastikan calon suksesor yang ada di dalam manajemen talenta tersebut apakah sudah sesuai atau belum untuk mengisi jabatan yang akan lowong. Besar harapan manajemen talenta yang akan dibangun secara nasional ini dapat memberikan kemudahan manajemen ASN untuk mendapatkan calon suksesor yang memiliki kompetensi, kinerja, dan profesional serta dilakukan dengan transparan, adil dan obyektif dan mendukung proses pembangunan talenta nasional

5.     Rekomendasi untuk penelitian lanjutan dari penelitian ini

Harapan besar penelitian ini dapat dilanjutkan sehingga akan mampu melihat dinamika perkembangan penerapan manajemen talenta yang telah dilakukan. Berikut beberapa topik yang relevan dapat dilanjutkan dari penelitian ini sebagai berikut:

a)     Dinamika Dampak Faktor Internal dan Eksternal dalam Menjamin Penguatan Sistem Manajemen Talenta di Lingkungan Instansi Pemerintah;

b)  Perspektif Pemangku Kepentingan Internal (Kelompok Rencana Suksesi, Kelompok Manajemen Talenta, dan Talenta Terbaik) dalam Mendukung Keberhasilan Manajemen Talenta pada Instansi Pemerintah;

c)  Peta Jalan Manajemen Talenta ASN dalam Mendorong Percepatan Pencapaian Indonesia Emas 2045;

d)  Efektivitas dari Proses Rekrutmen Talenta menggunakan Hasil *Assessment* Kompetensi dalam Menghasilkan Pemetaan Kelompok Manajemen Talenta dari Perspektif *Mindset Talenta dan Non Talenta;*

e)  Kesesuaian Program-Program Pengembangan Talenta berdasarkan Hasil *Assessment* Kompetensi dalam Mendukung Penerapan Manajemen Talenta pada Instansi Pemerintah;

f)  Jaminan Kepastian Karier Jabatan ASN melalui Penerapan Manajemen Talenta;

g)  Kebijakan Talenta antara Solusi atau Jebakan dalam Pengelolaan SDM Aparatur pada Instansi Pemerintah;

h)  Dinamika Integrasi Model Manajemen Talenta di Instansi Pemerintah;

i)  Peran Dukungan Kelembagaan dalam Konsistensi Pengembangan Bidang SDM Aparatur pada Instansi Pemerintah; dan

j)  Manajemen Talenta sebagai *Role Model* Pengelolaan SDM Aparatur berbasis *Human Capital Management.*

# DAFTAR PUSTAKA

Adamsen, B., & Swailes, S. (2019). *Managing Talent: Understanding Critical Perspectives* (The origin). Palgrave Macmillan: Softcover reprint of the original 1st ed. 2019 edition.

Aksakala, E., Dağdeviren, M., Eraslan, E., & Yüksel, I. (2013). *Personel Selection Based on Talent Management. Journal Procedia-Social and Behavioral Sciences*, *73*, 68–72.

Al Ariss, A., Cascio, W. ., & Paauwe, J. (2014). *Talent Management: Current Theories and Future Research Directions. Journal of World Business*, *49*(2), 173–179. https://doi.org/10.1016/j. jwb.2013.11.001

Alferaih, A. (2018). *Advances in Talent Management Research: A Review of Extant Literature. In Emerging Markets from a Multidisciplinary Perspective: Challenges, Opportunities and Research Agenda* (L. Y. K, Dwiyedi;N. P., Rana;E. L., Slade;M. A., Shareef;M. Clement;A. C., Simintiras;B. (ed.)). Springer. https://link.springer.com/content/pdf/10. 1007%2F978-3-319-75013-2.pdf

Aprianto, B. (2013). *Pedoman Lengkap Profesional SDM Indonesia*. Jakarta; Penerbit PPM.

Aston, C., & Morton, L. (2005). *Managing Talent for competitive advantage, Strategic HR Review*. *4*(5), 28–31.

Aulia, A. (2020). *Evaluasi Implementasi Program Manajemen Talenta PT Yokogawa Indonesia*. Universitas Gadjah Mada.

Becker, B., & Gerhart, B. (1996). *The Impact of Human Resource Management on Organizational Performance: Progress and Prospects. Academy of Management Journal*, *39*(4), 779–801.

Berger, L. A., & Berger, D. R. (2007). *The Handbook of Best Practice on Talent Management: Mengidentifikasi, Mengembangkan, dan Mempromosikan Orang Terbaik untuk Menciptakan Keunggulan Organisasi* (K. Insiwi Suryo

(ed.)). Jakarta: Penerbit PPM.

Boudreau, J. W., & Ramstad, P. M. (2005). *Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. Human Resource Management*, *44*(2), 129–136. https://doi.org/10.1002/hrm.20054

Buckingham, M., & Vosburgh, R. M. (2001). *The 21st century Human Resources function: it's the talent, stupid! Identifying and developing talent, one person at a time, becomes our defining challenge. Human Resource Planning*, *24*(4), 17–23.

Cheese, P., R.J., T., & Craig, E. (2011). *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance*. London dan Philadelphia: Kogan Page.

Clarke, M., & Scurry, T. (2020). *The Role of The Psychological Contract in Shaping Graduate Experiences: A Study of Public Sector Talent Management Programmes in the UK and Australia. The International Journal of Human Resource Management*, *31*(8), 965–991. https://doi.org/10.1080/09585192.2017.1396545

Claus, L. (2019). *HR disruption-Time Already to Reinvent Talent Management. Journal BRQ Business Research Quarterly*, *22*, 207–215.

Creelman, D. (2004). *Return on Investment in Talent Management: Measures You Can Put to Work Right Now*. Human Capital Institute.

Crowley-Henry, M., & Al Ariss, A. (2018). *Talent management of skilled migrants: propositions and an agenda for future research. The International Journal of Human Resource Management*, *29*(13), 2054–2079. https://doi.org/10.1080/09585192.2016.1262889

Davies, B., & Davies, B. J. (2010). *Talent Management in Academies. International Journal of Educational Management*, *24*(5), 418–426. https://doi.org/10.1108/09513541011055983

Davis, T. (2009). *Talent Assessment, Mengukur, Menilai, dan Menyeleksi Orang-Orang Terbaik dalam Perusahaan*. Jakarta: PPM Manajemen.

Dessler, G. (2013). *Manajemen Sumber Daya Manusia* (Diterjemah). Jakarta: Macana Jaya Cemerlang.

Dries, N. (2013). *The Psychology of Talent Management: A Review and Research Agenda. Human Resource Management Review*, *23*(4), 272–285. https://doi.org/10.1016/j.hrmr.2013.05.001

Duttagupta, R. (2005). *Identifying and Managing Your Assets: Talent Management*. London: Pricewaterhouse Coopers.

Effendi, S. (2014). *Undang-Undang Aparatur Sipil Negara untuk Abad ASIA. Harian Kompas*, Rubrik Opini.

Ejler, N., Ostersen, J., Graff, D., & Dyrby, T. (2016). *New Approaches To Policy Implementation: How Public Executives Address The Complexity Of Policy Implementation And What Can Be Done To Increase Efficiency And Sustainability*. Ramboll.

Elisabeth, J. (2018). *Perancangan Manajemen Talenta untuk Perencanaan Karier dan Suksesi: Studi pada BUMN Perkebunan*. Universitas Gadjah Mada.

Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. F. (2013). What is the meaning of 'talent' in the world of work? *Human Resource Management Review*, *23*(4), 290–300. https://doi.org/10.1016/j.hrmr.2013.05.002

Garrow, V., & Hirsh, W. (2008). *Talent Management: Issues of Focus and Fit. Public Personnel Management*, *37*(4), 389–402. https://doi.org/10.1177/009102600803700402

Gelens, J., Dries, N., Hofmans, J., & Pepermans, R. (2013). *The Role of Perceived Organizational Justice in Shaping the Outcomes of Talent Management: A Research Agenda. Human Resource Management Review*, *23*(4), 341–353. https://doi.org/10.1016/j.hrmr.2013.05.005

Glenn, T. (2012). *The State of Talent Management in Canada's Public Sector. Canadian Public Administration*, *55*(1), 25–51. https://doi.org/10.1111/j.1754-7121.2012.00204.x

Gravita Putri, M. (2017). *Manajemen Talenta : Pendekatan Berbasis Kompetensi Generasional (Suatu Studi Pada PT. PINDAD Persero di Bandung)*.

Universitas Kristen Satya Wacana.

Guo, C., Brown, W. A., Ashcraft, R. F., Yoshioka, C. F., & Dong, H.-K. D. (2011). *Strategic Human Resources Management in Nonprofit Organizations. Review of Public Personnel Administration*, *31*(3), 248–269. https://doi.org/10.1177/0734371X11402878

Harrisr, L., & Foster, C. (2010). *Aligning Talent Management with Approaches to Equality and Diversity. Equality, Diversity and Inclusion: An International Journal*, *29*(5), 422–435. https://doi.org/10.1108/02610151011052753

Huberman, A. M., & Miles, B. M. (1992). *Analisa data kualitatif, buku sumber tentang metode-metode baru* (Tjetjep Rohendi Rohidi (ed.)). Jakarta: Universitas Indonesia Press.

Hudson. (2017). *Public Sector Talent Management: the Influence of the Private Sector*.

Huselid, M. A., Beatty, R. W., & Becker, B. (2005). *A Players or A Positions? The Strategic Logic of Workforce Management. Harvard Business Review*, *83*(12). https://www.researchgate.net/publication/7434269_A_Players_or_A_Positions_The_strategic_logic_of_workforce_management

Husellid, M. . (1995). *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. Academy of Management Journal*, *38*(3), 635–672.

Indah Pratamasari, W. (2019). *Pengaruh Talent Management Terhadap Workforce Agility Dengan Employee Engagement dan Job Satisfaction Sebagai Mediasi (Studi Pada Rumah Sakit Panti Rapih Yogyakarta)*. Universitas Sanata Dharma.

Insania K, N., Melia Jalal, O., Sri Martono, F. X., Harnoko, L., Bataona, J., & Archirina. (2010). *Talent Management Implementation: Belajar dari Perusahaan-Perusahaan Terkemuka*. Jakarta: Penerbit PPM.

James P., S. (1980). *Participant Observation*. New York: Holt. Rinehard and Winston.

Jones, C. O. (1977). *Pengangar Kebijakan Publik (Penerjemah: Ricky Istamto)*

(Nashir Budiman (ed.)). Jakarta: Rajawali 1991.

Kock, R., & Burke, M. (2008). *Managing Talent in the South African Public Service. Public Personnel Management*, *37*(4), 457–470. https://doi.org/10.1177/009102600803700406

Kravariti, F., & Johnston, K. (2020). *Talent Management: A Critical Literature Review and Research Agenda for Public Sector Human Resource Management. Public Management Review*, *22*(1), 75–95. https://doi.org/10.1080/14719037.2019.1638439

Laila, N. (2020). *Talent Management System pada Program Succession Planning di PT. Ecco Tannery Indonesia*. Universitas Airlangga.

LAN, P. (2015). *Kajian Model Talent Management Dalam Pengembangan Karier Pegawai Negeri Sipil*.

Lee Cookea, F., Schulerb, R., & Varmac, A. (2022). *Human Resource Management Research and Practice in Asia: Past, Present and Future. Journal The Human Resource Management Review*, *32*(4).

Lewis, R. E., & Heckman, R. J. (2006). *Talent Management: A Critical Review. Human Resource Management Review*, *16*(2), 139–154. https://doi.org/10.1016/j.hrmr.2006.03.001

Llorens, J. J. (2011). *A Model of Public Sector E-Recruitment Adoption in a Time of Hyper Technological Change. Review of Public Personnel Administration*, *31*(4), 410–423. https://doi.org/10.1177/0734371X11421498

Lockwood, N. R. (2006). *Talent Management: Driver for Organization Success. HRMagazine, Alexandria*, *51*(6), S1–S11.

Manopo, C. (2011). *Competency Based Talent and Performance Management System*. Jakarta: Penerbit Salemba Empat.

McCartney, C., & Garrow, V. (2006). *The Talent Management Journey*. Roffey Park Institute.

Meyers, M. Christina, van Woerkom, M., & Dries, N. (2013). *Talent — Innate or Acquired? Theoretical Considerations and Their Implications for Talent Management. Human Resource Management Review*, *23*(4), 305–321.

https://doi.org/10.1016/j.hrmr.2013.05.003

Meyers, Maria Christina, & van Woerkom, M. (2014). *The Influence of Underlying Philosophies on Talent Management: Theory, Implications for Practice, and Research Agenda. Journal of World Business*, *49*(2), 192–203. https://doi.org/10.1016/j.jwb.2013.11.003

Michaels, E., Handfield-Jones, H., & Axelrod, B. (2001). *The War for Talent*. Harvard Business School Press.

O'Reilly, C. A., & Pfeffer., J. (2000). *Cisco Systems: Acquiring and Retaining Talent in Hypercompetitive Markets. Human Resource Planning*, *23*(4), 38–52.

Pella, D. A., & Inayati, A. (2011). *Talent Management: Mengembangkan SDM untuk Mencapai Pertumbuhan dan Kinerja Prima*. Jakarta: PT Gramedia Pustaka Utama.

Perry, J. L. (2000). Bringing Society In: Toward a Theory of Public-Service Motivation. *Journal of Public Administration Research and Theory*, *10*(2), 471–488. https://doi.org/10.1093/oxfordjournals.jpart.a024277

Poocharoen, O., & Brillantes, A. (2013). *Meritocracy in Asia Pacific. Review of Public Personnel Administration*, *33*(2), 140–163. https://doi.org/10.1177/0734371X13484829

Poocharoen, O., & Lee, C. (2013). *Talent Management in the Public Sector: A Comparative Study of Singapore, Malaysia, and Thailand. Public Management Review*, *15*(8), 1185–1207. https://doi.org/10.1080/14719037.2013.816525

Pruis, E. (2011). *The Five Key Principles for Talent Development. Industrial and Commercial Training*, *43*(4), 206–216. https://doi.org/10.1108/00197851111137825

Ragil Kuncoro, A. (2018). *Implementasi Manajemen Talenta di Biro Komunikasi dan Layanan Informasi Sekretariat Jenderal Kementerian Keuangan Republik Indonesia*. Universitas Gadjah Mada.

Rana, G., Goel, A. K., & Rastogi, R. (2013). *Talent Management: A Paradigm Shift*

in Indian Public Sector. *Strategic HR Review*, *12*(4), 197–202. https://doi.org/10.1108/SHR-02-2013-0012

Rebecca B, A. (2019). *Analisis Manajemen Talenta di Perum Perhutani*. Universitas Gadjah Mada.

Reilly, P. (2008). *Identifying the Right Course for Talent Management. Public Personnel Management*, *37*(4), 381–388. https://doi.org/10.1177/009102600803700401

Rigg, C. (2015). *Managing Talented Employees, In Human Resource Development: A Concise Introduction* (R. Carbery & C. Cross (eds.)). London: Palgrave.

Silzer, R., & Dowell, B. E. (2009). *Strategy-Driven Talent Management: A Leadership Imperative [e-book]*. Pfeiffer. https://www.oreilly.com/library/view/strategy-driven-talent-management/9780787988470/

Smart, B. D. (1999). *Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping The Best People* (Paramus (ed.)). Prentice Hall Press.

Smilansky, J. (2008). *Developing Executive Talent: Metode Efektif Untuk Mengidentifikasi dan Mengembangkan Pemimpin dalam Perusahaan*. Jakarta: PPM Manajemen.

Sparrow, P. (2019). *A Historical Analysis of Critiques in the Talent Management Debate. Journal BRQ Business Research Quarterly*, *22*, 160–170.

Stahl, G., Bjorkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., Trevor, J., & Wright., P. (2012). *Six Principles of Effective Global Talent Management. MIT Sloan Management Review*, *53*(2), 25–42.

Sundman, P. (2016). *Implementation Is About Enabling – Instead Of Linear Implementation. The Key Is Changing Attitudes*.

Swailes, S., Downs, Y., & Orr, K. (2014). *Conceptualising Inclusive Talent Management: Potential, Possibilities and Practicalities. Human Resource Development International*, *17*(5), 529–544. https://doi.org/10.1080/13678868.2014.954188

Tajuddina R.A., D., & Hisham K., B. (2015). *Developing Talent Management*

Crisis Model for Quality Life of Bank Employees in Malaysia. *Journal Procedia Sosial and Behavioral Sciences*, *201*, 80–84.

Tansley, C, Turner, P. A., Foster, C., Harris, L. M., Stewart, J., Sempik, A., & Williams, H. (2007). *Talent: Strategy, Management and Measurement, Research into Practice*. London: CIPD.

Tansley, Carole. (2011). *What do We Mean by The Term "Talent" in Talent Management? Industrial and Commercial Training*, *43*(5), 266–274. https://doi.org/10.1108/00197851111145853

Thunnissen, M., & Buttiens, D. (2017). *Talent Management in Public Sector Organizations: A Study on the Impact of Contextual Factors on the TM Approach in Flemish and Dutch Public Sector Organizations. Public Personnel Management*, *46*(4), 391–418. https://doi.org/10.1177/0091026017721570

Troshani, I., Jerram, C., & Rao Hill, S. (2011). *Exploring the Public Sector Adoption of HRIS. Industrial Management & Data Systems*, *111*(3), 470–488. https://doi.org/10.1108/02635571111118314

Tummala, K. K. (2015). *Administrative Developments in India: In The International Handbook of Public Administration and Governance* (A. Massey & K. Johnston (eds.)). Cheltenham: Edward Elgar.

Ulrich, D. (2007). The Talent Trifecta. *Workforce Management*, *86*(15), 32–33.

Ulrich, D., & Smallwood, N. (2012). What is talent? *Leader to Leader*, *2012*(63), 55–61. https://doi.org/10.1002/ltl.20011

Van Den Brink, M., Fruytier, B., & Thunnissen, M. (2013). *Talent Management in Academia: Performance Systems and HRM Policies. Human Resource Management Journal*, *23*(2), 180–195. https://doi.org/10.1111/j.1748-8583.2012.00196.x

Vance, C. M., & Vaiman., V. (2008). *Smart Talent Management: On the Powerful Amalgamation of Talent Management and Knowledge Management* (V. Vaiman & C. M. Vance (eds.); In Smart T). Edward Elgar Publishing.

Vincent, G. (2013). *All-in-One Integrated Total Quality Talent Management: 50*

*Concepts, Models and Key Analyses in Total Quality, Practical Human Capital, and Talent Management System, Contoh Aplikasi pada Bisnis dan Industri Modern*. Lean Six Sigma Master Black Belt Tri-Al-Bros Publishing.

Widodo, T. (2015). *Pengembangan Talent Management dalam Kerangka UU ASN*.

Williams, M. (2000). *The War for Talent: Getting the Best from the Best*. London: CIPD.

Winarno, B. (2007). *Kebijakan Publik: Teori, Proses dan Studi Kasus*. Yogyakarta: Media Pessindo.

Yang, K., Fan, W., Xiaolin, X., & Tao, C. (2012). *The Challenge of Civil Servant Training in China. Review of Public Personnel Administration*, *32*(2), 169–191. https://doi.org/10.1177/0734371X12438245

Yuscha, A. (2018). *Evaluasi dan Usulan Perbaikan Sistem Manajemen Talenta di PT PP (Persero) Tbk*. Universitas Gadjah Mada.

### Peraturan Perundang-undangan

Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara. Lembar Negara Republik Indonesia Tahun 2014.

Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2017 Tentang Manajemen Pegawai Negeri Sipil sebagaimana diubah melalui Peraturan Pemerintah Republik Indonesia Nomor 17 Tahun 2017 Tentang Perubahan atas Peraturan Pemerintah Nomor 11 Tahun 2017 tentang Manajemen Pegawai Negeri Sipil.

Peraturan Pemerintah Republik Indonesia Nomor 49 Tahun 2018. Tentang Manajemen Pegawai Pemerintah dengan Perjanjian Kerja.

Peraturan Presiden Republik Indonesia Nomor 12 Tahun 1961 Tentang Pemberian Tugas Belajar.

Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintah Berbasis Elektonik.

Peraturan Presiden Nomor 18 Tahun 2020 tentang Rencana Pembangunan Jangka Menengah Nasional (RPJMN) Tahun 2020-2024.

Instruksi Presiden Republik Indonesia Nomor 3 Tahun 2015 tentang Percepatan Pengisian Jabatan Pimpinan Tinggi di Kementerian/Lembaga.

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 13 Tahun 2014 tentang Tata Cara Pengisian Jabatan Pimpinan Tinggi Secara Terbuka di Lingkungan Instansi Pemerintah sebagaimana diubah Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 15 Tahun 2019 tentang Pengisian Jabatan Pimpinan Tinggi secara Terbuka dan Kompetitif di Lingkungan Pemerintah.

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 40 Tahun 2018 tentang Pedoman Sistem Merit dalam Manajemen Aparatur Sipil Negara.

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 38 Tahun 2017 tentang Standar Kompetensi Jabatan Aparatur Sipil Negara.

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 3 Tahun 2020 Tentang Manajemen Talenta ASN.

Peraturan Badan Kepegawaian Negara Republik Indonesia Nomor 26 Tahun 2019 tentang Pembinaan Penyelenggara Penilaian Kompetensi Pegawai Negeri Sipil.

Peraturan Kepala Badan Kepegawaian Negara Nomor 7 Tahun 2013 tentang Pedoman Penyusunan Standar Kompetensi Manajerial Pegawai Negeri Sipil.

Peraturan Menteri Kelautan dan Perikanan Republik Indonesia Nomor 16/PERMEN-KP/2015 tentang Pengangkatan Jabatan Pimpinan Tinggi dan/atau Jabatan Administrasi Melalui Seleksi Terbuka di Lingkungan Kementerian Kelautan dan Perikanan sebagaimana diubah Peraturan Menteri Kelautan dan Perikanan Republik Indonesia Nomor 23/PERMEN-KP/2019 tentang Pengangkatan Jabatan Pimpinan Tinggi dan/atau Jabatan Administrasi melalui Seleksi Terbuka di Lingkungan Kementerian Kelautan dan Perikanan.

Peraturan Menteri Kelautan dan Perikanan Republik Indonesia Nomor 21 Tahun 2022 tentang Manajemen Talenta Aparatur Sipil Negara di Lingkungan Kementerian Kelautan dan Perikanan.

Peraturan Menteri Kelautan dan Perikanan Republik Indonesia Nomor 44 Tahun 2022 tentang Pengembangan Kompetensi Aparatur Sipil Negara di Lingkungan Kementerian Kelautan dan Perikanan.

Keputusan Kepala Badan Kepegawaian Negara Nomor 46A Tahun 2003 tentang Pedornan Penyusunan Standar Kornpetensi Jabatan Struktural Pegawai Negeri Sipil sebagaimana diperbaharui dengan Peraturan Kepala Badan Kepegawaian Negara Nomor 13 Tahun 2011 tentang Pedoman Penyusunan Standar Kompetensi Jabatan.

Keputusan Komisi Aparatur Sipil Negara Nomor 04 Tahun 2019 tentang Hasil Penilaian Sistem Merit Kementerian Kelautan dan Perikanan Tahun 2019.

Keputusan Komisi Aparatur Sipil Negara Nomor 99/KEP-KASN/C/XI/2021 Hasil Penilaian Sistem Merit Kementerian Kelautan dan Perikanan Tahun 202.

Surat Edaran Menteri PANRB Nomor 10 Tahun 2021 tentang Penilaian Penilaian Penerapan Manajemen Talenta ASN di instansi pemerintah. Kementerian Pendayagunaan Aparatur Negara Republik Indonesia. Jakarta

Surat Edaran Menteri Pendayagunaan Aparatur Negara Republik Indonesia Nomor SE/18/M.PAN/5/2004 tanggal 14 Mei 2004 tentang Pemberian Tugas Belajar dan Izin Belajar Bagi Pegawai Negeri Sipil. Kementerian Pendayagunaan Aparatur Negara Republik Indonesia. Jakarta

Surat Plt. Deputi Bidang SDM Aparatur Nomor: B/ 21/ SM.02.01/2020 tanggal 11 Agustus 2020 perihal Pemetaan Penerapan Manajemen Talenta di Instansi Pemerintah. Kementerian Pendayagunaan Aparatur Negara Republik Indonesia. Jakarta

# LAMPIRAN PENELITIAN

# INTERVIEW GUIDE

**A. Faktor-Faktor yang berpengaruh Manajemen Talenta**

1. Faktor-faktor Internal:

    a. Bentuk dukungan dan komitmen pimpinan yang terjadi di KKP dalam penerapan manajemen talenta;

    b. Bentuk *mindset* organisasi yang berkembang di KKP dalam memahami proses manajemen talenta;

    c. Panduan KKP dalam merencanakan penerapan manajemen talenta;

    d. Ketersediaan dokumen khusus perencanaan penerapan manajemen talenta;

    e. Dukungan infrastruktur yang penting dalam penerapan manajemen talenta;

    f. Bentuk infrastruktur penerapan manajemen talenta yang ada di KKP;

    g. Bentuk budaya organisasi di KKP mempengaruhi penerapan manajemen talenta;

    h. Nilai atau norma yang mendukung atau menghambat pengembangan dan pengelolaan talenta;

    i. Kebijakan internal KKP, dalam tata kelola SDM aparatur;

    j. Keterkaitan kebijakan SDM aparatur dalam penerapan manajemen talenta;

    k. Ketersediaan sumber daya yang ada di KKP (anggaran, waktu, dan tenaga kerja) mempengaruhi penerapan manajemen talenta di KKP; dan

    l. Langkah upaya untuk memperkuat sumber daya yang diperlukan.

2. Faktor-faktor Eksternal:

    a. Regulasi yang berkembang berkaitan manajemen talenta pada penerapan manajemen talenta di KKP;

b. Kebijakan nasional yang mempengaruhi penerapan manajemen talenta di KKP beserta dampaknya;

c. Kondisi ekonomi secara umum mempengaruhi penerapan manajemen talenta di KKP;

d. Perubahan strategi atau pendekatan yang diadopsi sebagai respons;

e. Kondisi politik secara umum mempengaruhi penerapan manajemen talenta di KKP;

f. Kondisi sosial budaya dan demografi secara umum mempengaruhi penerapan manajemen talenta di KKP;

g. Kondisi perkembangan teknologi secara umum mempengaruhi penerapan manajemen talenta di KKP;

h. Citra dan perspektif publik mempengaruhi penerapan manajemen talenta; dan

i. Perubahan strategi atau pendekatan yang diadopsi sebagai respons perubahan lingkungan eksternal.

3. Pengalaman dan Tantangan:

a. Pengalaman KKP dalam menghadapi tantangan dalam penerapan manajemen talenta di KKP;

b. Faktor-faktor yang menjadi hambatan atau kendala KKP dalam mengatasi tantangan tersebut;

c. Langkah atau strategi yang efektif dalam mengatasi permasalahan yang muncul; dan

d. Hasil atau perubahan yang telah dicapai setelah mengatasi tantangan dalam penerapan manajemen talenta di KKP.

4. Persepsi dan Harapan:

a. KKP memersepsikan penerapan manajemen talenta di KKP secara keseluruhan;

b.  Keberhasilan, kekurangan, dan perbaikan dalam penerapan manajemen talenta di KKP;

c.  Harapan KKP terkait pengembangan dan penerapan manajemen talenta di masa depan;

d.  Area yang perlu lebih diperhatikan atau dikembangkan dalam penerapan manajemen talenta; dan

e.  Saran atau rekomendasi untuk meningkatkan penerapan manajemen talenta di KKP.

**B.  Model Penerapan Manajemen Talenta**

1.  KKP memiliki model atau pendekatan khusus dalam penerapan manajemen talenta ASN;

2.  Tujuan utama dari model yang diterapkan dalam penerapan manajemen talenta ASN di KKP;

3.  Kriteria atau indikator yang digunakan untuk menilai potensi dan kualitas talenta ASN;

4.  ASN yang teridentifikasi sebagai talenta diberikan kesempatan pengembangan karier yang lebih baik dibandingkan dengan ASN lainnya;

5.  KKP memiliki program atau kegiatan khusus dalam pengembangan karier untuk talenta ASN;

6.  KKP memantau dan mengevaluasi perkembangan karier dan kontribusi yang diberikan oleh talenta ASN;

7.  Model talenta KKP berdampak pada motivasi dan kinerja talenta ASN;

8.  KKP memiliki mekanisme atau sistem penghargaan dan pengakuan yang khusus untuk talenta ASN;

9.  Pemilihan model manajemen talenta berkontribusi terhadap pencapaian tujuan organisasi KKP;

10. Tantangan atau hambatan yang dihadapi dalam penerapan model;

11. Model manajemen talenta telah memberikan hasil yang positif dalam pengembangan karier dan kinerja ASN di KKP;

12. KKP memiliki rencana atau strategi untuk terus memperbaiki dan memperkuat model penerapan manajemen talenta ASN di masa depan;

13. Peluang untuk melibatkan stakeholder internal dan eksternal dalam merancang dan mengimplementasikan model; dan

14. KKP memastikan keberlanjutan dan kontinuitas model penerapan manajemen talenta ASN.

| | | | |
|---|---|---|---|
| Nomor | : | 2036/STIA 1.1/PPS.02.3 | Jakarta, 17 November 2022 |
| Sifat | : | Biasa | |
| Lampiran | : | Proposal Tesis | |
| Hal | : | Permohonan Ijin Penelitian Mahasiswa Program Magister Terapan Politeknik STIA LAN Jakarta | |

Yth. Kepala Biro SDM Aparatur dan Organisasi
Sekretariat Jenderal Kementerian Kelautan dan Perikanan
Jl. Medan Merdeka Timur No 16 Jakarta Pusat

Bersama ini dengan hormat kami informasikan, bahwa salah satu mahasiswa kami:

| | | |
|---|---|---|
| Nama | : | Muammar Yuliana |
| NPM | : | 2144021014 |
| Jurusan | : | Administrasi Publik |
| Program Studi | : | Administrasi Pembangunan Negara |
| Konsentrasi | : | Manajemen Sumber Daya Aparatur |
| Judul Tesis | : | Penerapan Manajemen Talenta di Kementerian Kelautan dan Perikanan Republik Indonesia |

akan melakukan penelitian dalam rangka penulisan Tesis di Instansi Bapak.

Sehubungan dengan itu, kami mohon kiranya Bapak berkenan memberi ijin dan membantu mahasiswa kami tersebut untuk mendapatkan bahan-bahan/data/informasi yang dibutuhkannya.

Demikian atas perkenan, bantuan dan kerjasama Bapak, kami ucapkan terima kasih.

a.n Direktur
Wakil Direktur I Bidang Akademik,

Dr. Mala Sondang Silitonga, MA.

Tembusan:
1. Sekretaris Jenderal Kementerian Kelautan dan Perikanan;
2. Direktur Politeknik STIA LAN Jakarta;
3. Kajur/Sekjur Administrasi Publik;
4. Kaprodi/Sekprodi Magister Terapan;
5. Mahasiswa Ybs;
6. Pertinggal.

**KEMENTERIAN KELAUTAN DAN PERIKANAN**
SEKRETARIAT JENDERAL
JALAN MEDAN MERDEKA TIMUR NOMOR 16
JAKARTA 10110, KOTAK POS 4130 JKP 10041
TELEPON (021) 3519070 (LACAK) EXT. 6201, FAKSIMILE (021) 3520351
LAMAN www.kkp.go.id EMAIL setjen@kkp.go.id

Jakarta, 22 Mei 2023

Nomor : 1536/SJ.3/TU.210/V/2023
Lampiran : -
Hal : Selesai Melaksanakan Penelitian Tesis

Yth. Direktur Politeknik STIA LAN Jakarta
Jl. Administrasi II Pejompongan, Jakarta Pusat

Berdasarkan dengan Surat Wakil Direktur I Bidang Akademik Nomor 2036/STIA 1.1/PPS.02.3 tanggal 17 November 2022 perihal Permohonan Ijin Penelitian Mahasiswa Program Magister Terapan Politeknik STIA LAN Jakarta, bersama ini dengan hormat kami sampaikan bahwa mahasiswa sebagaimana berikut:

Nama : Muammar Yuliana
NPM : 2144021014
Jurusan : Administrasi Publik
Program Studi : Administrasi Pembangunan Negara
Konsentrasi : Manajemen Sumber Daya Aparatur
Judul Tesis : Penerapan Manajemen Talenta di Kementerian Kelautan dan Perikanan Republik Indonesia

Dengan ini telah selesai melaksanakan penelitian dalam rangka penulisan tesis di Kementerian Kelautan dan Perikanan. Demikian surat ini kami sampaikan untuk dapat dipergunakan sebagaimana mestinya.

Atas kerjasama yang baik, kami ucapkan terimakasih.

Kepala Biro SDM Aparatur dan Organisasi,

Ditandatangani secara elektronik

Riza Trianzah

Tembusan
Sekretaris Jenderal

Dokumen ini telah ditandatangani menggunakan sertifikat elektronik yang dikeluarkan oleh BSrE, BSSN

# SURAT KETERANGAN

Yang bertandatangan dibawah ini :

| | | |
|---|---|---|
| Nama | : | Dr. Edy Sutrisno, S.E., M.Si. |
| NIP | : | 197405052001121001 |
| Jabatan | : | Dosen Program Magister Terapan Administrasi Pembangunan Negara dan Dosen Pembimbing 1 Tugas Akhir |

Menerangkan bahwa

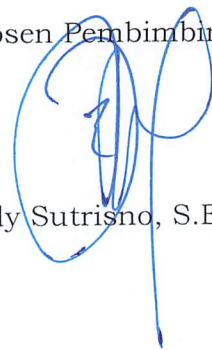| | | |
|---|---|---|
| Nama | : | Muammar Yuliana |
| NPM | : | 2144021014 |
| Jabatan | : | Manajemen Sumber Daya Aparatur (MSDA) |
| Judul Tugas Akhir | : | Penerapan Manajemen Talenta di Kementerian Kelautan dan Perikanan Republik Indonesia |

Telah melakukan uji orisinalitas karya Tugas Akhir melalui aplikasi *Turnitin* pada tanggal 07 Juli 2023 dengan hasil akhir pengecekan sebesar 13% (hasil uji orisinalitas terlampir).

Demikian surat keterangan ini dibuat dengan sebenar-benarnya dan untuk dapat dipergunakan sebagimana mestinya.

Jakarta, 10 Juli 2023

Dosen Pembimbing 1

Dr. Edy Sutrisno, S.E., M.Si.

# turnitin

# Digital Receipt

This receipt acknowledges that Turnitin received your paper. Below you will find the receipt information regarding your submission.

The first page of your submissions is displayed below.

| | |
|---|---|
| Submission author: | Muamar 0707 |
| Assignment title: | MUAMAR |
| Submission title: | muamar 0707 |
| File name: | sil_Tesis_2144021014_Muammar_Yuliana_rev_Gabungan_2_... |
| File size: | 2.17M |
| Page count: | 366 |
| Word count: | 77,811 |
| Character count: | 530,344 |
| Submission date: | 07-Jul-2023 07:55PM (UTC+0700) |
| Submission ID: | 2127692263 |

TESIS

**PENERAPAN MANAJEMEN TALENTA DI KEMENTERIAN KELAUTAN DAN PERIKANAN REPUBLIK INDONESIA**

Disusun Oleh:

NAMA : MUAMMAR YULIANA
NPM : 2144021014
JURUSAN : ADMINISTRASI PUBLIK
PROGRAM STUDI : ADMINISTRASI PEMBANGUNAN NEGARA
KONSENTRASI : MANAJEMEN SUMBER DAYA APARATUR

Tesis diajukan untuk memenuhi syarat guna memperoleh gelar
Magister Terapan Administrasi Publik (M.Tr.A.P.)

**POLITEKNIK STIA LAN JAKARTA**

**LEMBAGA ADMINISTRASI NEGARA
POLITEKNIK STIA LAN JAKARTA
PROGRAM MAGISTER TERAPAN
TAHUN 2023**

# muamar 0707

**Date: 23 June 2023**

**Subject:** Acceptance Letter

Dear   **Muammar Yuliana, Edy Sutrisno, Asropi**

Congratulations!

Your Manuscript entitled "Factors for The Implementation of Talent Management In The Ministry of Marine Affairs and Fisheries of The Republic of Indonesia" has been *Accepted* for Volume 8 Issue 1 2023 of *JMKSP (Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan)* [ISSN 2614-8021 (Online), 2548-7094 (Print)] that would be published on June 2023. As per reviewers' comments which are defined at the email, you have to submit final manuscript (edited version) within **30 June 2023.**

Your journal paper would be indexed in **Sinta 3,** Garuda, Researchbib, PKP Index, Google Scholar, and so on.

We look forward to receiving your subsequent research papers.

Best Regards,

**Dr. Happy Fitria, M.Pd.**
**Editor-in-Chief**
**JMKSP (Jurnal Manajemen, Ke Kepemimpinan, dan Supervisi Pendidikan**
**[ISSN 2614-8021 (Online), 2548 -7094 (Print)]**
https://jurnal.univpgri-palembang.ac.id/index.php/JMKSP/index

# RIWAYAT HIDUP

Nama                        : Muammar Yuliana, S.I.P., M.Tr.A.P.
Tempat dan Tanggal Lahir    : Bantul, 14 Juli 1991
Alamat Rumah                : Pucanganom I, DK 02, RT 003, Murtigading,
                              Sanden, Bantul, Daerah Istimewa Yogyakarta
Nomor Telepon               : 085799023914
Email                       : moeammary@gmail.com
                              muammar.yuliana@kkp.go.id
Status Perkawinan           : Kawin
Nama Instansi               : Kementerian Kelautan dan Perikanan
Alamat Instansi             : Jl. Medan Merdeka Timur No. 16 Jakarta Pusat
Nomor Telepon               : (021) 3520351
Jabatan                     : Analis Kepegawaian Ahli Pertama
Pangkat dan Golongan        : Penata Muda, III/a

Riwayat Pendidikan

| Jenjang | Nama Sekolah/ Perguruan Tinggi | Jurusan | Periode |
|---------|-------------------------------|---------|---------|
| S2 | Politeknik STIA LAN Jakarta | Administrasi Publik | 2021-2023 |
| S1 | Universitas Gadjah Mada | Ilmu Administrasi Negara/ Manajemen dan Kebijakan Publik | 2009-2014 |
| SLTA | SMA Negeri 2 Bantul | IPS | 2006-2009 |
| SLTP | SMP Negeri 1 Sanden | - | 2003-2006 |
| SD | SD Negeri 2 Sanden | - | 1997-2003 |

Riwayat Pekerjaan

| Jenis Jabatan | Nama Jabatan | Periode |
|---------------|--------------|---------|
| Jabatan Fungsional | Analis Kepegawaian Ahli Pertama | 2021-Sekarang |
| Jabatan Pelaksana | Analis Sumber Daya Manusia Aparatur | 2018-2021 |

# Factors for the Implementation of Talent Management in the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia

**Muammar Yuliana[1], Edy Sutrisno[1], Asropi[1]**

[1]Politeknik STIA LAN Jakarta, Indonesia

Corresponding author e-mail: muammar.2144021014@stialan.ac.id

**Abstract:** Implementation of effective talent management at the Ministry of Marine Affairs and Fisheries (MMAF) has an important role in optimizing talent potential and improving organizational performance. This study aims to identify and analyze the factors that influence the implementation of talent management in MMAF focusing on the marine and fisheries sector in Indonesia. The research method used is a qualitative approach by conducting in-depth interviews with high-ranking officials, administrators, and functional officials who are directly involved in managing talent management at the Ministry. The results of the study found that the factors that influence the implementation of talent management in MMAF are (1) top management's commitment to talent management plays an important role in creating an environment that supports effective talent management, (2) clear policies and procedures in talent management facilitate the implementation and monitoring of these programs, (3) structured career development and learning opportunities help motivate employees to work better and stay in the organization and (4) proper rewards and recognition for employee achievements and contributions can increase job satisfaction and talent retention. This research provides recommendations to the Ministry to develop competitive strategies to attract, develop and retain quality talent.

**Keyword***s:* Human Resource Management, Internal Factors and External Factors, Talent Management

## A. Introduction

Talent management is becoming an increasingly important issue in various organizations, including in the public sector such as the Ministry of Marine Affairs and Fisheries (MMAF). In this study, identification and analysis of influential factors in the implementation of talent management in MMAF will be carried out. This research will provide a strong foundation for developing appropriate strategies and policies to improve the effectiveness of talent management in the marine and fisheries sector.

The marine and fisheries sector is a complex sector and involves various aspects such as natural resource management, sustainability, government policies, and

interaction with the community, especially in the marine and fisheries sector. In an era of increasingly complex globalization, the need to manage apparatus human resource management tools is an important challenge in supporting organizational development. In the face of this complexity, conducting an analysis of influential factors in the application of talent management can help in identifying relevant aspects and understanding how these factors affect the management of human resource apparatus in the marine and fisheries sector.

The importance of this analysis is also related to the effective management of apparatus human resources in supporting bureaucratic strengthening in MMAF. The existence of qualified talent is a very important asset to achieve competitive advantage and success of MMAF in the long term. This is in line with McKinsey's explanation that the organization can survive and grow even with the availability of 30% talented employees. The takeable message is that the organization will be able to run even with a small number of human resources.

Qualified, skilled, and dedicated human resources are key factors in the successful implementation of talent management in MMAF. The existence of competent human resources will have a long-term success impact by improving education and individual skills (Lucas, 1988). This condition is understood as a concept of human capital that views human resources as important assets and must be considered by organizations in supporting the achievement of successful achievement of goals (Becker, 1964).

The implementation of effective talent management in MMAF will assist the organization in addressing various challenges related to sustainable management of marine and fisheries resources. Hewitts Assosiates explained that in order to implement CEO management in the company, talent acquisitions and retention are influenced by 98%, leadership 89%, and employeed engagement 84%. Hewitts Assosiates emphasized that the talent management process is important and part of the human capital strategy.

Heckman invests in supporting this by developing non-cognitive skills or soft skills in the concept of Human Capital. Relevant skills such as motivation, discipline, and communication skills have a positive contribution to an individual's success at work and in life as a whole (Heckman, 1976). The implementation of effective talent management is key in optimizing talent potential and improving organizational performance. In the publication of price waterhouse coopers in the 11th Annual Global Survey 2008 which explains that company adaptation will be able to survive optimally if attention to key skills in business processes becomes the main factor considered, economic stability, quality assurance and regulatory certainty, low competition and evaluation costs, competency development guarantees, energy security, technology adaptation, political tendency protection, stability of the availability of carrying capacity of resources, as well as health conditions and threats of global pandemics.

In the era of globalization, the marine and fisheries sector must be able to compete with similar sectors in other countries. By analyzing influential factors related to talent management, MMAF will make it easier for MMAF to identify challenges and opportunities related to human resource management, develop

effective strategies to optimize the use of talent, and improve overall organizational performance. Thus, the analysis of influential factors in the application of talent management in MMAF is very important to support the sustainability, effectiveness, and competitiveness of the marine and fisheries sector. The application of talent management is a series of processes carried out to assist in evaluating human resource needs. Talent management begins through the process of identifying skill deficiencies, designing development strategies, and effective human resource management in the form of individual retention programs that have the potential to generate significant added value for the organization (Mellahi and Wood, 2019: 56).

In the context of the implementation of talent management in government agencies in Indonesia, there have not been many studies that specifically explore influential factors in the application of talent management. Analysis of influential factors in the application of talent management can help identify relevant aspects and understand how these factors interact and affect the management of human resources apparatus in the public sector. Therefore, this study aims to identify these factors and provide useful insights for the Ministry in optimizing talent management in the marine and fisheries sector. It is important to further recognize what factors influence the implementation of talent management and how these factors can be anticipated in order to identify and develop appropriate strategies and policies to improve the effectiveness of talent management in the marine and fisheries sector.

## B. Literature Review
**Talent Management**

The first time the concept of talent management appeared in 2001 with the publication of the title of the book "The War for Talent" written by Ed Michaels, Helen Handfield-Jones and Beth Axelrod. In the book, the term talent is introduced as a view as a strategic effort carried out to certain employees who already have leadership abilities, results-oriented, inspire others, communication skills, functional skills, entrepreneurial spirit, and a strategic perspective to think about the organization can develop well in the future. The talent management point of view focuses on the best and qualified candidates to ensure the achievement of the organization's journey can operate optimally (Smart, 1999). Boudreau and Ramstad's (2007) that, "Talent management as an activity and process involves the systematic identification of key positions that contribute differently to a sustainable organization's competitive advantage, the development of a talent pool from high performance potential to a role and the development of different HR architects who facilitate the filling of those positions with proficient tenure and ensure the continuation of their promise to the organization." The concept of talent management emphasizes the understanding that a competitive culture in organizational management must be carried out to support the realization of human resource management strategies.

The key to understanding talent management relates to mapping schemes to produce the best candidates who are then prepared as next generation leaders. Pella and Inayati (2011) who explain that, "the best candidates who will occupy the best positions must be prepared early in order to ensure the continuity of the leadership relay in a timely manner in the long run." Talent management should be very easy to

ensure the process of implementing leadership succession, because it only focuses on talented workers. But in its implementation, it is not as easy as that understanding. In the classification process, it is often faced with the support of completeness of information that is not comparable so that it will be very difficult to explain in determining succession priorities. Partial policy support in human resource management is the biggest influence on the lack of proper talent management.

**Factor of The Talent Management Implementation**

The success and failure of implementing talent management in organizations can be caused by a variety of developing factors. Influence factors can come from internal or external conditions. Factors such as top management commitment, clear policies and procedures, and structured career development are essential elements in successful talent management (Armstrong and Baron, 2004). Attention to the importance of the role of top management commitment in the implementation of talent management will form tactical support for policy implementation more quickly and consistently (Bass and Riggio, 2006). Successful talent management requires top management commitment and the development of systems capable of identifying, assessing, developing, and accelerating strategic talent development for the organization (Ulrich and Brockbank, 2005: 4). In addition, effective talent management requires a deep understanding of organizational needs, relevant talent development strategies, and accurate performance measurement systems to inform talent management decisions (Wright and Nishii, 2006: 2).

Transformational leadership involves leaders who can influence and inspire their subordinates through a clear vision, strong motivation, and the building of mutually beneficial relationships. In the context of MMAF, top management's commitment to the implementation of talent management can influence the success of the program and strengthen the participation of all stakeholders. In addition, the success of a talent management program depends on the organization's ability to recruit individuals with appropriate skills, experience, and characteristics (Rynes and Cable, 2003). The importance of clear recruitment policies and procedures in attracting and retaining quality talent. Therefore, the implementation of transparent and talent-oriented recruitment policies and procedures can contribute to effective talent management in the Ministry.

The involvement of talent management in encouraging organizational quality can be seen from the condition of career development. Structured career development provides a clear path for individuals to develop the skills, knowledge, and competencies required in the context of employment within organizations (Arthur, Hall, and Lawrence, 1989). The existence of understanding of top leaders, unit leaders, and human resource managers has a major role in encouraging the importance of structured career development in retaining and developing talents in MMAF. With effective career development programs in place, individuals can feel supported and valued, thereby increasing their motivation and attachment to the organization. This situation certainly develops also with the process of giving awards as a form of support for recognition of achievements made by employees. Fair and transparent rewards can increase job satisfaction, motivation, and employee performance in the

organization (Lawler, 2003). Rewards that are tailored to employee expectations encourage increased engagement with the organization, so it is important for organizations to develop appropriate reward and recognition schemes to increase motivation and retention of talent. In the context of MMAF, recognition of individual achievements and contributions in the application of talent management can help create a positive work environment and motivate employees to give their best.

No less important is competition in the public sector related to human resources affected by the impact of factors that affect talent management strategies (Tarique and Schuler, 2010). This is as explained by Barney (1991) who explains that organizations that have valuable, scarce, difficult to imitate, and irreplaceable resources can create sustainable competitive advantages. The organization must be able to create an environment that is aligned with the needs of employees so that it will ensure the best talent to survive and still support the organization's business sustainability process. Demographic change as a factor influencing talent demands and preferences (Stahl et al., 2012). In their research Ng and Feldman (2010) found a relationship between age and work attitudes and found that work attitudes can differ between different generations. Therefore, MMAF must understand demographic changes within the organization and adapt talent management strategies to meet the needs and expectations of different generations.

Another factor was also found in the design of collaborative governance resulting from the implementation of talent management carried out with relevant stakeholders. Limited resources owned by government agencies and views of the development of good governance provide opportunities for collaboration in the process of implementing talent management. The process can be carried out with external stakeholders such as educational institutions, marine and fisheries industries, and research institutions (Lepak and Snell, 1998). It will enrich talent management programs and facilitate the exchange of valuable knowledge and resources. This of course begins with the process of aligning shared values that are recognized within the scope of the memorandum of cooperation. This is as argued by Porter and Kramer (2011) who emphasize the core of the implementation of cooperation is the goals and agreements that will be able to provide added value from the collaboration process and the consequences that arise. In the context of MMAF, the application of talent management can be carried out widely, of course, with collaborative efforts between stakeholders that can provide opportunities for the exchange of knowledge, resources, and best practices to ensure the professionalism of human resources, apparatus and the success of public services and the development of the marine and fisheries sector.

## C. Method

This study uses qualitative methods to explain influential factors in the application of talent management in MMAF. The research begins by identifying relevant stakeholders in the context of implementing talent management in MMAF. Data collection through in-depth interviews, participant observation, and analysis of related documents. Data analysis is carried out with a thematic analysis approach, find patterns, themes, and relationships between the data collected which is then

carried out data analysis and interpretation thoroughly related to the most significant and influential factors in the application of talent management in MMAF.

## D. Result and Discussion
### Implementation of Talent Management

As a sector that has great potential in providing food resources, livelihoods, and a healthy environment, the sustainability of human resources in the marine and fisheries sector apparatus is very important in driving development goals. The implementation of effective talent management helps MMAF in optimizing the potential of existing apparatus human resources and supporting sustainable management. Along with the increasingly complex demands in the marine and fisheries sector, strong talent management is needed to face the challenges that arise. This involves managing and developing the right talent to address climate change, resource sustainability, government policies, and other challenges. The initial traces of the implementation of talent management within the MMAF with the establishment of national policies through the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republik Indonesia Number 13 of 2014 concerning Procedures for Openly Filling High Leadership Positions in Government Agencies and Presidential Instruction of the Republic of Indonesia Number 3 of 2015 concerning the acceleration of filling high leadership positions in ministries/institutions. The policy is a national policy milestone that is also adapted by MMAF in initiating a competitive model related to position placement as from the talent management scheme.

MMAF is responsible for providing quality services to the community and stakeholders related to the marine and fisheries sector. A competitive culture is built with the presence of a competitive position filling model as a follow-up to the issuance of the ASN Law. The merit system is one of the models adapted in regulations as well as an embryo in talent management policies in MMAF. In optimizing these services, good talent management is needed to ensure competent, skilled, and dedicated employees. Competent, skilled, and dedicated human resources are key factors in the successful implementation of talent management in MMAF. Filling competitive positions is a practical solution presented in the framework of the process of filling the leadership relay in MMAF as well as the professionalism of positions in tiers through talent management.

The implementation of talent management in MMAF involves a process from identifying employee needs and procurement, ensuring competency and career development, as well as placement, and awards. One of ensuring the implementation of talent management is alignment to fair career sustainability, adaptation carried out by MMAF in the face of changes in developing regulations by implementing adjustments to the Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 16/PERMEN-KP/2015 concerning Appointment of High Leadership Positions and/or Administrative Positions Through Open Selection within the Ministry of Marine Affairs and Fisheries as amended by Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 23/PERMEN-KP/ 2019 concerning Appointment of High Leadership Positions

and/or Administrative Positions through Open Selection within the Ministry of Marine Affairs and Fisheries. The most significant thing is the milestone of MMAF in harmonizing the merit principle in the application of talent management.

The issuance of the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020 Concerning Talent Management for State Civil Servants is a new milestone in the beginning of improving the implementation of talent management on a national scale. It is hoped that the implementation of talent management carried out by the Minister of Administrative and Bureaucratic Reform nationally will encourage efforts to manage competent and high-performing apparatus human resources to be more systematic, proactive, and participatory. The implementation of talent management in MMAF since August 24, 2022 has been supported by regulations since the stipulation of the Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 21 of 2022 concerning Talent Management for State Civil Servants within the Ministry of Marine Affairs and Fisheries. Talent management in MMAF is carried out to realize an objective, open, and accountable succession plan to fill positions that have a significant impact on the achievement of the vision, mission, and strategy of MMAF, it is necessary for the State Civil Apparatus to have optimal qualifications, competencies, and performance. MMAF considers all employees to be talents. Talents who have different specific abilities and work together in supporting the implementation of marine and fisheries sector policies. This is a special consequence that the HR governance of the MMAF apparatus must be given the widest possible opportunity to develop themselves both in career, competence, and performance so that the organization gets benefits in supporting the achievement of organizational goals.

The implementation of talent management involves various continuous processes and is interrelated with each other. Without this process, MMAF will not be optimal in implementing talent management. The talent management governance planning process is the most important part of implementing talent management. Talent management planning is related to the governance design scheme in the form of views, objectives, objectives, policy agendas, programs, action plans, and support for existing resources in extracting from talent management achievements will be implemented. The marine and fisheries sector is constantly facing environmental changes, whether in terms of climate, policies, technology, or community demands. In the face of these changes, analysis of influential factors can help in identifying the adaptability of human resources, identifying training and development needs, and designing strategies to deal with change more effectively and efficiently.

The basic values presented in the application of talent management in MMAF are expected to be able to answer the design needs to attract and place apparatus HR candidates in the right position, help apparatus HR to grow and develop themselves, maintain apparatus human resources with compensation packages and motivate to continue to be involved in building the organization, and ensure apparatus human resources to grow consistently in achieving employee goals and organizational goals. The implementation of the achievements of talent management implementation in MMAF can be seen from the dimensions of talent management implementation

consisting of talent acquisition, talent development, talent retention, talent placement, technology support, and monitoring and evaluation.

Effective talent management in MMAF can encourage innovation and development in the marine and fisheries sector. By identifying and developing potential talent, opportunities emerge to create innovative solutions, introduce new technologies, and increase the capacity of the marine and fisheries sector. Good talent management can help improve organizational efficiency and effectiveness through the availability of qualified, skilled, and competent employees, so that the Ministry can respond more quickly to demands and changes, optimize the use of resources, and improve overall performance.

**Factors Influencing the Application of Talent Management**

First, internal organizational factors play an important role in the implementation of talent management. This includes the commitment and support of top management, who are key actors to ensure the success of talent management programs. In addition, clear policies and procedures through the certainty of structured career development, employee training and development, as well as appropriate rewards and recognition, as well as the existence of policy strategies in attracting, motivating, and retaining quality talents. The commitment of top management and HR managers of the apparatus is very important in the implementation of talent management. Leaders who are actively involved and support the implementation of talent management strategies will create an environment conducive to the development and utilization of talents in the organization. In addition, the commitment of the leadership will also facilitate the management of apparatus HR in carrying out the management governance process optimally in supporting the operations of the apparatus HR sector. Top management's commitment also plays a role in allocating necessary resources, promoting the importance of talent management, and ensuring that talent programs receive adequate attention.

The commitment and mindset of the leaders and managers of the HR apparatus which was reflected from the beginning of the formation of the basis for the implementation of talent management in MMAF was motivated by strong efforts from the commitment of the leadership in the process of enforcing the applicable regulations as implemented by Minister Susi Pudjiastuti at that time. The Minister as the Personnel Development Officer is called PPK in the case of MMAF has the highest influence in the process of the mindset of HR governance in the marine and fisheries apparatus. The existence of a PPK mindset that consistently and consequently supports the achievement of the quality of apparatus HR governance is in line with national policy and has a major influence on improvement because PPK holds the main mandate and directly after the president. The authority of PPK in overseeing the HR management process of the apparatus in accordance with the law is the key to achieving the highest organizational direction in accordance with the authority of the marine and fisheries sector.

Clear policies and procedures in talent recruitment, selection, development, and retention are essential in the implementation of talent management. By having

transparent policies and standardized procedures, the Ministry can ensure that the talent management process is conducted fairly, objectively, and consistently. This will help attract qualified talent, retain them within the organization, and improve the effectiveness and efficiency of talent management programs. Policies and procedures are explained through the process of integrating the design of marine and fisheries development achievement designs contained in the ministry's strategic plan document. The policy influences the business formulation process of the talent management process based on the preparation of the organizational culture governance design that is built, the characteristics of the human resources managed, the level of competence and the form of competence needed, as well as the quality of performance and qualifications of the required human resources, even to the technical level related to the leadership model. The implementation of the MMAF talent management agenda implemented and previously described was derived from the ministry's planning documents in this case are the MMAF Strategic Plan, MMAF Bureaucratic Reform Road MAP, the ministry's talent management strategic plan prepared in a period of five (5) years, the ministry's talent management annual action plan which contains the design of activity plans implemented with the ministry's annual agenda which is a guide on the way  annual work plan, and finally echelon I talent management work plan which explains related to the action of the annual activity plan for echelon I talent management.

Structured career development plays an important role in retaining quality talent. Ministries need to provide clear career paths, skills and knowledge development opportunities, and leadership development programs. With a good career development program, individuals will feel supported and have high motivation to develop in the organization. It also helps create a strong knowledge base and develop potential cadres in the marine and fisheries industry. The MMAF previously still focused on the succession management process based on structural positions only and then had to encourage its implementation also related to the career placement of functional officials. It is undeniable that the emergence of this position transformation has new implications for the development of talent management implementation in MMAF. Talent management positions provide a new color of the process of filling positions. This means that talent management has become an important part of the process of implementing the management of apparatus HR management at MMAF. The implementation of talent management in MMAF will never be separated from several policies related to the process of filling positions. This is because talent management is closely related to the career development of civil servants in particular and civil servants in general.

Proper appreciation and recognition of individual achievements and contributions is an important factor in increasing their motivation and attachment to the organization. Ministries need to have a fair and transparent reward system, which includes financial incentives, promotions, public recognition, and nonfinancial rewards. By recognizing and reciprocating meaningful contributions, the Ministry can create a positive work environment and provide incentives for talents to continue to contribute optimally. MMAF in nurturing and retaining talents to remain in the best performance state so that they are ready to be used and placed as successors in target

positions. Awards and recognition of talents carried out at MMAF include succession planning, rotation mutation and promotion, assignments in the form of enrichment and expansion of positions, and awarding. The implementation of awards and recognition of talents that have been carried out in MMAF through the provision of study assignments and study permits, providing training opportunities, completing service ties, promotion of structural positions and higher functional positions, mutation and rotation of positions closer to home-based, foreign service trips, and awarding.

Competition in the marine and fisheries sector can affect the implementation of talent management. Ministries need to understand and respond to competition by developing strategies that can attract top talent and retain them within the organization. This involves increasing competitive advantage through effective talent management, innovation, and collaboration with external stakeholders such as the marine and fisheries industries. MMAF prepares competition in the marine and fisheries sector through talent development efforts. Talent development in MMAF is carried out to strengthen apparatus human resources in preparing competency needs as the challenges of the times, and obtain the quality of apparatus human resources in accordance with the needs of the positions occupied and to be occupied. Talent development has a broad meaning. This is closely related in the process of seeing the condition of the HR profile of the apparatus that has been recruited. Talents that have been recruited will see their development if there is an improvement in the quality of apparatus human resources both in qualifications, performance, and competence. These improvements can then be used as a basis in the process of determining the career development of HR apparatus in the work environment based on organizational needs.

The implementation of MMAF competency development is carried out by organizing competency development through steps to implement the division of work roles. Sukamandi Apparatus Education and Training Center as a work unit in the field of apparatus HR training at MMAF which carries out the duties and functions of implementing competency development through curriculum development activities, facilitation, development quality control and at the same time the place of implementation. This is different from the assignment to the echelon I work unit, especially in the process to carry out a series of competency development plans that will be passed by each human resource of the MMAF apparatus to carry out development based on qualification, competency, and performance gaps. The implementation of competency development externally is carried out by MMAF through collaboration with various institutions related to the process of implementing employee learning assignments, short courses, national and international seminars, workshops, and other competency development as stated in the competency development scheme based on the Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 44 of 2022 concerning Competency Development for State Civil Servants within the Ministry of Marine Affairs and Fisheries.

Demographic changes, such as generational differences in work attitudes, can affect the adoption of talent management. Ministries need to understand the

characteristics and needs of different generations in terms of career development, work flexibility, and recognition. Taking these differences into account, the Ministry can design talent management strategies that match the preferences and expectations of each generation. MMAF in pushing through a comprehensive process of manpower needs analysis and planning. This involves an in-depth understanding of demographic profiles, population trends, and labor dynamics in the marine and fisheries sector. By understanding current and future workforce needs, MMAF can identify skills gaps that need to be addressed and develop appropriate talent management strategies. In addition, the process of human resource development prioritizes an inclusive and sustainable approach. This includes investing in education and training to enhance the skills and knowledge of civil servants and encourage active participation from different demographic groups. MMAF must also ensure equal opportunities for all individuals, regardless of demographic background, to access career development opportunities. The implementation process in minimizing the gap between generations is carried out by MMAF by creating a good balance between age and skills in the work team. This can be done through the development of equitable career development programs for civil servants of different age groups, as well as policies that encourage intergenerational collaboration and knowledge exchange. By harnessing the strengths of different demographic groups, MMAF can create strong and diverse teams.

External factors also play a role in the implementation of talent management in MMAF. One of them is the existence of fierce competition in this sector. MMAF attracts and retains qualified experts to deal with the increasing complexity of marine and fisheries problems. Another influential factor is the involvement of external stakeholders, such as universities and research institutions. The ministry needs to work closely with these parties to identify and develop talents relevant to the needs of the marine and fisheries sector. Collaboration with the private sector is also important in providing attractive career development opportunities for young talents. Partnerships are a key sector of MMAF to continue to grow with the private sector and educational institutions to facilitate skills development that suits the needs of agencies. Increased collaboration with the private sector and educational institutions is carried out by MMAF to see and gain a better understanding of industry trends, as well as facilitate relevant training and education to improve the skills of civil servants in facing the challenges of external situations that arise.

**Talent Management Implementation Strategy**

The formulation of the process of the talent management system requires complex stages. Talent management policies within MMAF have a strategic role in supporting the sustainability of government bureaucracy and development in the marine and fisheries sector. Talent management has a strategic role in ensuring the availability of talent that matches the competitive needs of the organization. The availability of sufficient talent will be able to improve the quality of organizational performance so as to achieve maximum results. In anticipating influential factors in the implementation of talent management in MMAF, there are several things that need to be considered. The following are some important points to consider,

including: (1) Comprehensive Talent Needs Analysis in the context of MMAF. This involves identifying the skills, knowledge, and competencies required to achieve the Ministry's strategic objectives. With a clear understanding of talent needs, the Ministry can design relevant and effective talent management programs. (2) Talent Identification and Mapping to determine the potential and qualifications of individuals within the organization. It involves an assessment of individual skills, experience and characteristics relevant to roles and responsibilities in the Ministry. By mapping existing talents, the Ministry can identify development potential and career opportunities for individuals, as well as allocate resources more effectively. (3) Succession Planning in anticipation of future talent needs. Ministries need to identify key roles and strategic positions that require good succession. This involves identifying potential candidates who have the potential to fill the position in the future. With good succession planning, the Ministry can reduce the risk of vacancy of key positions and ensure the continuity of organizational performance. (4) Employee capacity development as an important factor in anticipating influential factors in the implementation of talent management. The ministry needs to provide good development opportunities for employees, including training, certification, coaching programs, and coaching mentoring. By providing opportunities for growth and development, the Ministry can improve the competence and skills of employees, as well as retain them within the organization. (5) Effective communication and active involvement of employees in supporting participation, improvement of employee capacity and skills. Ministries need to establish open and transparent communication with employees, facilitate feedback, and involve them in decision-making related to talent management. This will help build employee trust, motivation, and attachment to the organization and (6) Performance Evaluation and Measurement to measure the results of talent management programs. Ministries need to have an objective and relevant evaluation system to measure individual performance and overall talent management programs. This will help identify successes, challenges, and areas of improvement in talent management implementation, and inform better decision-making.

## E. Conclusion

Influential factors in the implementation of talent management in MMAF can vary, including internal and external factors. Internal factors include aspects related to the condition of the organization itself, such as commitment and support from top management, clear policies and procedures, structured career development, and appropriate rewards and recognition. These factors play an important role in attracting, motivating, and retaining quality talent within the organization. External factors also have a significant impact on the implementation of talent management in MMAF. One of them is fierce competition in this sector. Ministries need to compete to attract and retain qualified experts, given the increasing complexity of marine and fisheries issues. In addition, demographic changes, such as changing needs and preferences of new generations, also affect talent recruitment, development, and retention strategies in organizations. The involvement of external stakeholders also has an important role in the implementation of talent management in MMAF.

Universities and research institutes can be important partners in identifying and developing talents relevant to the needs of the marine and fisheries sector. In addition, collaboration with the private sector can also provide attractive career development opportunities for young talents. In anticipating these factors, it is necessary to conduct a comprehensive talent needs analysis, talent identification and mapping, good succession planning, employee development, employee communication and engagement, and effective performance evaluation and measurement. In an increasingly dynamic and complex context that is evolving, it is important for MMAF to recognize the importance of influential factors in the application of talent management. A holistic and comprehensive approach is required, involving all relevant parties, adopting best practices, and being able to adapt to changes in the internal and external environment. By paying attention to these factors, MMAF can optimally manage and utilize talents, increase competitive advantage, strengthen collaboration with external stakeholders, and achieve the organization's strategic goals.

The implementation of effective talent management in the Ministry can support the sustainability of the marine and fisheries sector as well as a greater contribution to national development in the field. In the application of talent management, there are policy implications that can be considered, identification and qualification, internal talent development in supporting career development and employee placement, designing more effective recruitment and selection strategies to attract and retain the best talent, designing targeted development programs by considering mastery of employee competency and capability levels in carrying out more complex tasks, and Improve work efficiency and effectiveness, adopt a competency-based approach and clear criteria by encouraging high performance and provide appropriate rewards to outstanding employees, and adopting a flexible and responsive approach to continuously improve and improve talent management policies and practices in accordance with internal and external changes that occur.

## F. Acknowledgement

## G. References

Armstrong, M., & Baron, A. (2004). *Managing Performance: Performance Management in Action.* CIPD Publishing.

Arthur, J. B., Hall, D. T., & Lawrence, B. S. (1989). *Generating new directions in career theory: The case for a transdisciplinary approach.* In M. B. Arthur, D. T. Hall, & B. S.

Lawrence (Eds.), Handbook of career theory (pp. 7-25). Cambridge University Press.

Barney, J. B. (1991). *Firm resources and sustained competitive advantage.* Journal of Management, 17(1), 99-120.

Barreto, I., & Cabral-Cardoso, C. (2018). *The impact of talent management on organizational performance: a literature review.* Journal of Innovation & Knowledge, 3(3), 123-127.

Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership (2nd ed.).* Psychology Press.

Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education.* Chicago: University of Chicago Press.

Becker, G. S., & Tomes, N. (1979). *An equilibrium theory of the distribution of income and intergenerational mobility.* Journal of Political Economy, 87(6), 1153-1189.

Boudreau, J.W. and Ramstad, P.M. (2007). Beyond HR: The New Science of Human Capital. Boston. MA. Harvard Business School Press.

Cappelli, P. (2008). *Talent management for the twenty-first century.* Harvard Business Review, 86(3), 74-81.

Hanushek, E. A., & Woessmann, L. (2008). *The role of cognitive skills in economic development.* Journal of Economic Literature, 46(3), 607-668.

Harcourt, T. B., & Lucas Jr., R. E. (Eds.). (1997). *Human capital: Theory and evidence (Vol. 4).* University of Chicago Press.

Heckman, J. J. (1976). *The common structure of statistical models of truncation, sample selection and limited dependent variables and a simple estimator for such models.* Annals of Economic and Social Measurement, 5(4), 475-492.

Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (2008). *Human resource information systems: Basics, applications, and future directions.* Thousand Oaks, CA: Sage.

Lawler, E. E. (2003). *Treat people right! How organizations and employees can create a win/win relationship to achieve high performance at all levels.* Jossey-Bass.

Lepak, D. P., & Snell, S. A. (1998). *Virtual HR: Strategic human resource management in the 21st century.* Human Resource Management Review, 8(3), 215-234.

Lucas, R. E. Jr. (1988). *On the mechanics of economic development.* Journal of Monetary Economics, 22(1), 3-42.

Mellahi, K., & Wood, G. (2019). *Talent management: A systems perspective.* Routledge.

Michaels, Ed, Handfield-Jones, Helen, & Axelrod, Beth. (2011). *The War for Talent.* Boston: Harvard Business School Press

Mincer, J. (1974). *Schooling, experience, and earnings.* New York: Columbia University Press.

Ng, T. W., & Feldman, D. C. (2010). *Human resources practices and organizational commitment: A deeper examination.* The International Journal of Human Resource Management, 21(8), 1187-1207.

Pella, Darmin A & Inayati, Afifah. (2011). *Talent Management (Mengembangkan SDM untuk Mencapai Pertumbuhan dan Kinerja Prima).* Jakarta: PT. Gramedia Pustaka Utama.

Porter, M. E., & Kramer, M. R. (2011). *Creating shared value.* Harvard Business Review, 89(1/2), 62-77.

Presidential Instruction of the Republic of Indonesia Number 3 of 2015 concerning the acceleration of filling high leadership positions in ministries/institutions.

Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 13 of 2014 concerning Procedures for Openly Filling High Leadership Positions in Government Agencies as amended Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2019 concerning Open Filling of High Leadership Positions and Competitiveness in the Government Environment.

Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020 Concerning Talent Management for State Civil Servants.

Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 16/PERMEN-KP/2015 concerning Appointment of High Leadership Positions and/or Administrative Positions Through Open Selection within the Ministry of Marine Affairs and Fisheries as amended by Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 23/PERMEN-KP/ 2019 concerning Appointment of High Leadership Positions and/or Administrative Positions through Open Selection within the Ministry of Marine Affairs and Fisheries.

Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 21 of 2022 concerning Talent Management for State Civil Servants within the Ministry of Marine Affairs and Fisheries.

Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 44 of 2022 concerning Competency Development for State Civil Servants within the Ministry of Marine Affairs and Fisheries.

Rynes, S. L., & Cable, D. M. (2003). *Recruitment research in the twenty-first century.* Annual Review of Psychology, 54, 93-117.

Schultz, T. W. (1961). *Investment in human capital.* The American Economic Review, 51(1), 1-17.

Scullion, H., & Collings, D. G. (2011). *Global talent management.* Routledge.

Smart, B. D. (1999). *Topgrading: How leading companies win by hiring, coaching, and keeping the best people.* Paramus, NJ: Prentice Hall Press.

Stahl, G. K., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., & Wright, P. M. (2012). *Six principles of effective global talent management.* MIT Sloan Management Review, 53(2), 25-32.

Tarique, I., & Schuler, R. S. (2010). *Global talent management: Literature review, integrative framework, and suggestions for further research.* Journal of World Business, 45(2), 122-133.

Ulrich, D., & Brockbank, W. (2005). *The HR value proposition.* Harvard Business Review, 83(3), 1-11.

Wright, P. M., & Nishii, L. H. (2006). *Strategic HRM and organizational behavior: Integrating multiple levels of analysis.* Journal of Management, 32(1), 1-6.