Knowledge Management in Improving Performance Through Talent Management in the Navy

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Abstract. Management of knowledge management to improve the performance of members of the Navy through talent management is very complex but can be applied in the organization of the Navy. This paper uses a qualitative method with a descriptive design; this descriptive research is used to find facts with interpretations that describe the nature of phenomena originating from groups or individuals originating from field findings. The results of this study include the lack of use of management knowledge to improve performance in talent management in the Navy, so the implementation of knowledge management needs to be done by taking into account aspects of the career path of members of the Indonesian Navy so that the implementation of talent management in the form of functional position analysis improves the careers and performance of members.

Keywords: Knowledge Management; Performance Boost; Talent Management

1 Introduction

Human resources are one of the critical factors for the success of the business of a company or organization.[1] Humans can find ideas that can then be transformed into action to achieve company goals. Every organization or company needs human resources who can think and act skillfully in dealing with business competition. An excellent public organization is an organization that regularly evaluates its employees' performance given that the talent function in employees is very supportive of work within the company, where employees work to realize an increase in company performance compared to before.[2]

Talent management is one of the essential issues discussed in human resource management. Talent management can positively affect the company's work performance, and multinational and national companies will benefit from implementing talent management.[3] Navy in its efforts to continue to improve its quality of strategic public organizations that focus on Indonesian defense in maritime and maritime areas [4]. The Indonesian Navy's talent management consists of several processes, starting from the planning process for talent analysis and identification of critical positions, recruitment process, selection process, orientation process, talent mapping process, performance management process, training and education process, talent review process, succession planning process, the process of finding talent to the process of evaluating the effectiveness of talent management.

However, knowledge management needs to be given a more significant portion considering that military institutions often ignore attention related to knowledge management [5]. If in business organizations, the performance assessment is through Key Performance Indicators, but in public organizations such as the Indonesian Navy, knowledge management related to our marine defense governance can be used to be more empowered in the future, not only in defense

but the Navy can see potentials that can provide prosperity for the nation so that the Navy can contribute more strongly in the maritime and maritime fields.

2 Research Methods

Researchers used qualitative research methods with a descriptive design.[6] Thus, qualitative research tries to uncover problems that are not yet clear to the researcher, and the researchers' results may differ from the working hypothesis. This method is used to carry out the research process and uncover problems by adjusting to natural conditions and conditions and revealing facts according to ongoing social conditions or situations so that all activities that occur can be observed and explained.[7]

Descriptive research here is intended to find facts with interpretations that describe the nature of phenomena originating from groups or individuals originating from findings in the field. The use of qualitative research methods is because they are generally holistic, complex, dynamic, and full of meaning. Aside from that, academics want to learn more about social settings and look for patterns, ideas, and theories.[8] This qualitative methodology is a research method that generates descriptive data in the form of written words from observable individuals or acts. This method looks at the background as well as the individual as a whole.

Triangulation verifies the accuracy of data by comparing it to something other than the data for verification reasons. Researchers utilize different data gathering approaches to obtain data from the same source, which is known as technical triangulation. For the same data source, researchers employed participatory observation, discussions, and documenting at the same time.

3 Results and Discussion

3.1 The Importance of Talent Management for the Navy's Career Path

Talent management can be defined as a process of utilizing and managing talent owned by the organization to provide certainty of the availability of talent under the organization's needs in various aspects, both aspects that are the organization's core competencies and aspects of organizational leadership in the future. In a broader sense, talent management can also be understood as a series of processes that involve various efforts made by organizations to manage employees who have high potential through the selection, development and maintenance processes, which produce selected employees who can contribute to value and productivity Organization [9].

Talent management is part of the process carried out by organizational management to fulfil the availability of employees who have talent in the organization [10]. Talent management is a management activity that has significant value in the organization. This is because competition between organizations increases, so each organization always needs superior human resources that support every organizational activity. These advantages or talents require management or management that can protect the presence of talent in the organization. The organization does not need to recruit external talent that requires high costs and relatively long training time with results that are not necessarily in line with expectations. With talent management, the organization can identify the talents in the organization and then develop and maintain these talents so that in the future, they can become organizational assets that meet the criteria and needs in various aspects.[11]

The process carried out in talent management consists of the core components of the talent management framework. The core components include the following processes: 1. Recruitment

and selection process, including the efforts made by the organization in identifying technical skills, competencies, commitments, characters and various other elements of talent that are under the needs of the organization, to further search and select resources. Humans who meet these various criteria; 2. The orientation process related to the organization's program in welcoming new talents who enter the organization through formal and informal introductions to introduce the organization to these new talents to provide results and contribute to the organization; 3 immediately.

The performance management process is related to the organization's efforts and methods in managing the performance of all parts of the organization to ensure that each part contributes to the company's maximum and consistent productivity and value; 4. The recognition and retention process includes the efforts made by the organization to identify and recognize and reward talents within the organization through the provision of incentives or rewards so that these talents will survive and continue to contribute optimally; 5. The process of education and training is related to the efforts made by the organization in providing opportunities and facilities for talents within the organization to develop abilities, skills and knowledge through development and training programs that provide improvements according to the needs of the organization and changes in the business environment; 6. The process of cadre development is related to the organization's efforts to maintain the availability of talents who will fill important positions in the organization. The development of regeneration includes investment activities and the development of talent capabilities in the organization to qualify as leaders or core components in the organization in the future.

Human resource management has progressed significantly from the preceding era, taking on additional administrative responsibilities while becoming more strategic. One of human resources' strategic functions in organizations is to prepare human resources or talents within the organization who have the ability and potential to assist the achievement of organizational plans today and in the future.[12]

In managing human resources using a talent management system approach, talent management characteristics can make the system successfully implemented. In the Indonesian Navy, the characteristics of talent management are also applied in managing its talents, namely: having development-oriented thinking; the Indonesian Navy provides the most comprehensive opportunity for the personal development of each employee-owned. Employees can also attend the desired training based on their interests and suitability for their work by providing training that can be followed due to gaps in the evaluation results. In addition, the Navy also provides a reward program for all its employees, and the Navy believes this to maintain the availability of talent in the Navy.

The following characteristic is implementing a high-performance culture, and the Navy has corporate values that are used as guidelines by all parts of the company. DEEPS (Drive for Result, Excellent Service, Ethics, Professionalism, and Safety), the value and work culture of the Indonesian Navy, is also used as a reference in evaluating employee performance, which is always evaluated in the middle and end of the year. The third characteristic is management support; the talent management system in the Navy is not only a work program from the HR department; talent management is a mandatory task for each individual in the Navy. Every manager must provide good direction and guidance and provide opportunities for each talent to receive training as needed and rewards.

The last characteristic is the implementation of an excellent human resource information system. The Indonesian Navy has used information systems to support the successful implementation of the talent management system, starting from the personnel information system which contains employee data and information, competencies, salary amounts etc. There

is an information system used for performance appraisal and other information systems that can assist in making decisions related to the availability and capabilities of each talent in the Navy.

In building an effective talent management process, it is crucial to have all relevant components and ensure that these activities are integrated with other services provided by the HR unit for employees. If not, the company will risk many managers being confused about applied talent management [13]. To be effective, companies need a common language among all managers and a foundation for observing all issues related to human resources from the time employees are hired until they leave the company.

3.2 Implementation of Knowledge Management in Talent Management and Improving the Performance of Indonesian Navy Members

Competence in the Navy is divided into managerial competence, technical competence and socio-cultural competence. For Functional Officers in the Directorates of the Navy to make a maximum contribution to organizational performance, they Functional Officers must be competent in their specialization and knowledge to carry out work according to their duties and responsibilities.

To realize this, it is necessary to have a standard of competence for Functional Positions as a reference in conducting competency assessments for Functional Officers. Position competency assessment aims to determine whether the official is competent or not to be able to carry out the work of his position. Fulfilment of competence under competency standards is a minimum requirement that must be possessed by a soldier before being appointed to a Functional Position or to be able to move up a level in a Functional Position.

Apart from being a reference in conducting competency assessments, job competency standards are also valuable for developing soldier competencies. For soldiers in the Navy who do not meet the competency requirements, the development of soldier competencies is carried out by referring to the competency standards of the position with the hope that the competence of soldiers will increase and can meet the competency standards required by positions in the Navy. For soldiers who already have the required competencies and have occupied positions, competency development is carried out to support the career development of soldiers, mainly if mutations are carried out in other equivalent positions or promoted to higher positions.

In contrast to Structural Positions, the higher the level of the structural position requires higher managerial competence [14]. In Functional Positions, the higher the level of position, the higher the technical competence is required. as the following interview results: "The standard of competence for Functional Positions in the Navy is consistently carried out because it is different from Structural Positions where the higher the structural level requires higher managerial competence, in Functional Positions, the higher the level of position, the higher technical competence is required. ."

The Functional Position in the Navy was formed with methodologies, analytical techniques, techniques and work procedures based on specific scientific disciplines and technical training. Each Functional Position requires knowledge, competence and specialized knowledge according to its function in the marine sector.

The nature of the work of Functional Positions in the Navy requires basic level professional qualifications for the level of Functional Positions of first expertise to expert level for the level of Functional Positions of Main expertise. For Functional Positions in the Indonesian Navy for skills, work is carried out with essential competencies for Beginner skills to competencies coordinating for Functional Positions with supervisory skills. The higher the level of the Functional Position, the more specific and specialized the knowledge, competence, knowledge and expertise/skills that a Functional Officer must possess.

To realize Functional Officers in the Navy who have the knowledge, competence and expertise/skills specialized in the marine field, are professional under their expertise and knowledge, must be supported by workloads that are appropriate and relevant to the competency standards. Each level of Functional Position. This is necessary so that the competence of the Functional Officers can be maintained and increased, interrelated between the levels below and the levels above.

Consistent application of competency standards, supported by a commitment from organizational leaders and related parties, is needed to create Functional Officers who are knowledgeable, competent and have mastery of knowledge following their specialization and expertise. Permissive nature, which is open or all-encompassing or permitting the argument of 'wisdom based on humanity' in TNI personnel management and the application of job competency standards, must be eliminated.

Only soldiers who have met competency standards are entitled to be appointed to positions, and only officials who meet competency standards are entitled to advance to the position level. Suppose it does not meet the required competency standards. In that case, competency development must be carried out or re-evaluated by rearranging the placement and appointment of TNI personnel in positions by considering the potential, competence, and performance of soldiers. Rearrangement of TNI personnel related to placement and appointment in positions also improves career management and organizational regeneration to reduce problems in the future due to errors in placing soldiers or mistakes in appointing soldiers in positions.

4   Conclusion

For the long term, the talent management system is not only focused on getting talent through assessment and mapping but also needs to be made a system for the development of each framework, as well as how to keep them performing well, by a. Provide the broadest opportunity to explore its capabilities further; b. Provided accelerated or grade promotion for talents consistent with their superior performance; c. Create opportunities to make a significant difference based on performance so that employees who are outstanding performers will receive a significantly larger bonus than average performing employees; d. In addition to rewards to encourage employees to continue to perform well and consistently, there is a need for punishment; for employees who are inconsistent, apart from being expelled from the talent pool zone, they will also be subject to a bonus reduction sanction.

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