

Talent Management Strategy in Career Development with Capacity Building Practices within the Local Government Organization of Semarang Regency

Satria Avianda Nurcahyo¹, Sudiyono², Teguh Harso Widagdo³, Ahmad Ali⁴

{satriaavianda@unw.ac.id¹, sudiyonosudek51@gmail.com², teguhharsowidagdo@unw.ac.id³, ahmadali@unw.ac.id⁴}

Universitas Ngudi Waluyo^{1, 2, 3, 4}

Abstract. This study aims to explore talent management strategies in career development through capacity-building practices within the Semarang Regency Local Government organization. The research employs a qualitative approach using case study methods to gain an in-depth understanding of the implementation and effectiveness of the applied talent management strategies. Data were obtained through in-depth interviews with employees and relevant officials, participatory observation, and analysis of organizational documents. The results indicate that adequate talent management in Semarang Regency involves identifying potential talents, developing skills through continuous training and development programs, and conducting regular evaluations to assess employee career progress. Capacity-building practices have proven to play a crucial role in enhancing employee competencies and preparing them for more strategic positions. The success of talent management and career development in Semarang Regency also depends on the ability to identify and develop future leaders. It not only aids in leadership succession but also ensures continuity and stability in government management. Supporting factors identified include commitment from regional leaders, an organizational culture that supports learning, and collaboration with external institutions. However, the study also found several challenges, such as limited resources and resistance to change.

Keywords: Talent Management, Career Development, Capacity Building, Semarang Regency Local Government

1 Introduction

Talent management is an important strategic approach to career development in organizational environments, including in local government organizations. Semarang Regency, as one of the developing regions, requires effective talent management to ensure that each employee can contribute optimally to achieving organizational goals.[1] Talent management not only encompasses recruitment and selection but also the development, retention, and career management of employees to meet the future needs of the organization. With the increasing complexity of governmental tasks and the growing demands for public services, the Semarang Regency Local Government needs to implement a comprehensive talent management strategy. This strategy is expected to enhance employee competence and capacity, enabling them to perform their duties effectively and efficiently. Structured career development through talent

management can also increase employee motivation and job satisfaction, ultimately having a positive impact on the overall performance of the organization.

One of the main practices in talent management is capacity building, which aims to increase individual and organizational capacity through education, training, and skills development. In Semarang Regency, capacity building is key in ensuring that employees have the knowledge and skills needed to adapt to the changes and challenges they face [2]. This involves various activities such as workshops, technical training, mentoring, and coaching designed to develop employee competencies in various fields. Implementing capacity building in talent management in Semarang Regency requires careful planning and support from all management levels. This planning should be based on a comprehensive needs analysis to ensure that the programs developed meet the needs of both the organization and its employees. Additionally, active involvement from regional leaders is crucial to creating a culture of continuous learning.

Effective career development through capacity building also requires a robust evaluation system to assess the progress and effectiveness of the programs. This evaluation should include measuring learning outcomes, performance changes, and long-term impacts on the organization. Thus, the local government can continually make adjustments and improvements to the implemented capacity-building programs. The success of talent management and career development in Semarang Regency also depends on the ability to identify and develop future leaders. Through capacity building, employees who demonstrate leadership potential can be given opportunities to develop the managerial and strategic skills required for higher positions.[3]. This not only aids in leadership succession but also ensures continuity and stability in government management. Additionally, collaboration with various parties such as educational institutions, non-governmental organizations, and the private sector can enrich capacity-building programs. This cooperation allows for the transfer of knowledge and best practices from various sectors, which can be adapted to the local context in Semarang Regency. It also provides opportunities for employees to gain new insights and expand their professional networks.

In the long term, a talent management strategy that includes capacity-building practices can help the Semarang Regency Local Government create a competent, competitive workforce ready to face future challenges. Skilled and committed employees are vital assets for government organizations in providing quality services to the public. Overall, career development through talent management with capacity-building practices is an essential strategic step for Semarang Regency.[4]. With strong commitment and effective implementation, Semarang Regency can develop a government organization that is responsive, adaptable, and innovative, thereby better meeting the expectations and needs of the community.

2 Theoretical Review

2.1 Talent Management

Talent management is a strategic concept in human resource management that focuses on identifying, developing, retaining, and utilizing talent in an organization to achieve long-term goals. This concept was first introduced by McKinsey & Company in the late 1990s through the term "the war for talent", which highlighted the importance of recruiting and retaining high-quality talent in an era of increasingly fierce global competition. In management

literature, talent is often defined as individuals who have extraordinary skills, knowledge, and abilities and can make significant contributions to the success of an organization.[5].

Talent management covers a wide range of practices, from effective recruitment and selection, training and development, and performance appraisal, to succession management. Effective recruitment is not only about attracting the right candidates but also about retaining them in the long term. Authors such as Michael Armstrong in the "Handbook of Human Resource Management Practice" state that a good recruitment process must be accompanied by a strong retention strategy to reduce turnover rates.

In the context of development, training and coaching are key elements. Gary Dessler in "Human Resource Management" emphasizes the importance of structured employee development programs to improve skills and competencies by organizational needs. Well-designed training programs not only improve individual performance but also encourage innovation and adaptation to changing business environments.

Performance assessment is also an important component of talent management[6]. A transparent and objective assessment helps identify employee potential and determine further development steps. According to Victor Vroom's Expectancy Theory, employees will be motivated to perform well if they believe their efforts will result in positive evaluations and fair rewards. Therefore, a fair and transparent performance evaluation system is crucial for supporting employee motivation and engagement.

Additionally, succession management is a critical aspect of talent management that is often overlooked. Rothwell, in his book "Effective Succession Planning," emphasizes the importance of planning for the replacement of key positions within an organization to ensure operational continuity and stability. Effective succession involves identifying and developing potential leaders well before positions become vacant, allowing for smooth leadership transitions without disrupting organizational operations. Talent management is also closely related to theories of motivation and job satisfaction. Herzberg's motivation theory states that career development, recognition, and responsibility are factors that can enhance employees' intrinsic motivation.[7]. Thus, an effective talent management strategy must consider employees' needs for recognition and career development opportunities.

Furthermore, Blau's Social Exchange Theory highlights that the relationship between employees and the organization is reciprocal. Employees who feel that the organization values and develops them are likely to demonstrate high loyalty and performance. Therefore, investing in talent management not only provides long-term benefits for the organization but also strengthens mutually beneficial working relationships.

Overall, talent management is a holistic approach that integrates various aspects of human resource management to create a competent, committed workforce ready to face future challenges.[8]. By applying theories and best practices in talent management, organizations can enhance their competitiveness, achieve strategic objectives, and ensure operational sustainability. Ongoing research and theoretical studies in this field continue to provide new insights into how organizations can optimize the potential of their talent.

2.2 Career Development

Career development is a systematic process undertaken by organizations to help employees plan and manage their career paths to achieve both personal and organizational goals. Career development theories integrate various concepts from psychology, sociology, and management, with the primary aim of improving job satisfaction and employee productivity, as well as ensuring the availability of talent to meet future organizational needs.[9].

One of the main theories in career development is Super's Career Development Theory, introduced by Donald Super. Super states that career development is a lifelong process influenced by an individual's experiences and self-identity. He identifies five stages in career development: growth, exploration, establishment, maintenance, and decline. Each stage reflects changes in an individual's interests, values, and abilities over time, and organizations need to adjust their career development strategies to support employees at each stage.

The Social Cognitive Career Theory (SCCT), developed by Lent, Brown, and Hackett, emphasizes the role of self-efficacy, outcome expectations, and goals in the career development process.[10] According to this theory, individuals make career decisions based on their beliefs about their abilities (self-efficacy) and expectations about the outcomes of various career options. Organizations can support career development by providing an environment that enables employees to build their self-confidence and explore different career paths.

Edgar Schein introduced the concept of career anchors, indicating that each individual has a unique combination of competencies, motives, and values that shape their career anchor. These anchors influence career decisions and job satisfaction. Schein identified eight career anchors, including security and stability, freedom and autonomy, entrepreneurial creativity, and technical/functional challenge. Understanding career anchors can help organizations tailor career development programs to individual preferences and motivations.[11]

Another career development theory, such as the Five-Stage Model of Career Development by Greenhaus and Callanan, emphasizes the importance of career planning and self-management. This model includes stages such as growth, exploration, establishment, maintenance, and decline, similar to Super's theory but with a greater focus on the interaction between individuals and the work environment. Organizations that support employees in planning their careers can enhance employee engagement and commitment.

Within the organizational context, career development is often implemented through formal programs such as mentoring, training, job rotations, and succession planning. For example, mentoring programs provide opportunities for employees to learn from the experiences and knowledge of senior colleagues. Meanwhile, ongoing training and development help employees acquire new skills and prepare them for greater responsibilities in the future.[12]

Career development is also closely related to motivational theories. According to Herzberg's Two-Factor Theory, career development is one of the motivational factors that can enhance job satisfaction. By providing clear and challenging career development opportunities, organizations can motivate employees to contribute more and feel more engaged with their work.

Furthermore, Equity Theory by Adams suggests that employees will compare the effort and rewards they receive with those of their colleagues. If they feel they are receiving fair and commensurate career development opportunities for their efforts, they will be more satisfied and motivated. Therefore, it is important for organizations to ensure that career development opportunities are provided fairly and transparently to all employees.[13]

By integrating various career development theories, organizations can design and implement effective programs to support employee growth and development. It not only enhances employee satisfaction and retention but also ensures that the organization has talent ready to face future challenges. Effective career development is a long-term investment that brings significant benefits to both individuals and organizations.

2.3 Capacity Building

Capacity building is a highly important concept in organizational development and human resources. Generally, capacity building refers to the process of developing skills, knowledge, tools, and other resources needed by individuals, organizations, and communities to enhance performance and achieve their goals effectively. Over time, this concept has evolved to include systematic approaches to strengthen internal capabilities in addressing challenges and leveraging opportunities.[14].

The theory of capacity building is based on the understanding that capacity development involves not only technical training but also strengthening organizational systems and structures, as well as enhancing the capacity of individuals and groups in decision-making and leadership. One theoretical approach commonly used is the Three-Tier Model of Capacity Building, which includes levels of individual, organizational, and systemic capacity building.

At the individual level, capacity building focuses on enhancing personal skills and competencies. At the organizational level, the focus is on developing structures, processes, and cultures that support performance. Meanwhile, at the systemic level, emphasis is placed on policy frameworks and environments that support capacity building.[15].

In his book "The Fifth Discipline," Peter Senge emphasizes the importance of organizational learning as a key component of capacity building. Senge argues that organizations capable of continuous learning will be more adaptive and innovative in the face of change. Organizational learning involves developing individuals' capacities to learn and collaborate, as well as creating systems that support knowledge transfer and innovation. In this context, capacity building involves creating an environment conducive to learning and ongoing change.

Moreover, the systemic approach to capacity building emphasizes the interconnection between various elements within the organization. It approach suggests that to build effective capacity, changes must occur at all levels of the organization and the broader external environment.[16]. It includes increasing leadership capabilities, strengthening governance, as well as improving management processes and operations. This systemic approach emphasizes the importance of synergy between capacity development efforts at the individual, organizational, and system levels.

Overall, capacity building is a dynamic and ongoing process that requires long-term commitment from all stakeholders. In the context of local government organizations, such as in Semarang Regency, effective capacity building can increase the ability of employees to provide better and more responsive public services[17]. It not only enhances operational efficiency but also builds public trust in the government. By understanding and implementing capacity-building theories, organizations can achieve sustainable development and better adaptation to changes in the external environment.

3 Research Methodology

This research employs a qualitative approach to gain an in-depth understanding of talent management strategies and capacity-building practices in career development within the scope of the Semarang Regency Local Government organization. The qualitative approach was chosen because it allows researchers to explore the complexity and context related to this research topic more deeply, as well as to understand the perspectives and direct experiences of the respondents. The qualitative approach in this research involves a series of flexible and open data collection methods, including in-depth interviews, participatory observation, and document analysis.[18].

In-depth interviews are conducted with various stakeholders, such as employees, managers, and relevant officials at different levels of the organizational hierarchy. These interviews are designed to obtain a comprehensive understanding of the applied talent management strategies, employees' experiences in career development, and their perceptions of capacity-building practices. Participatory observation is also carried out to gain direct insight into how talent management strategies and capacity-building practices are implemented in the organization's daily context. Researchers actively participate in organizational activities, such as staff meetings, training sessions, or other events, to observe the dynamics and interactions that take place. Additionally, document analysis is performed to gather relevant secondary data, such as organizational policies, performance reports, and other documents related to talent management and capacity building. This document analysis helps in understanding the framework and official strategies established by the organization, as well as in discerning the differences between announced policies and their implementation in the field.[19].

Data collected from these three methods are then analyzed thematically. The thematic analysis involves the process of coding the data, grouping similar codes into themes, and interpreting the meanings that emerge from these themes. It enables researchers to identify patterns, trends, and perspectives emerging from the data, as well as to develop rich and in-depth narratives about talent management strategies and capacity-building practices in career development within the scope of the Semarang Regency Local Government organization..

4 Results and Discussion

4.1 Implications of Talent Management Strategy in Career Development with Capacity Building Practices in the Scope of Semarang Regency Local Government Organization

The implications of talent management strategy in career development with capacity-building practices in the scope of Semarang Regency Local Government organization are promising proactive steps to strengthen human resource capabilities in response to the demands of changing times. In this context, talent management refers to efforts in identifying, developing, and utilizing individual potential to achieve organizational goals. Semarang Regency, as a developing government entity, understands that investing in talent development is key to improving the quality of public services. The implementation of a talent management strategy directly impacts the career development of employees within the Semarang Regency Local Government environment. Through this approach, employees are allowed to sharpen skills, knowledge, and competencies relevant to job demands and organizational expectations. Thus, they become better prepared and capable of facing complex challenges in performing their duties.

One of the main practices of talent management strategy is capacity building. Through capacity building, the Semarang Regency Local Government strives to enhance the capacities of individuals within the organization through training, mentoring, and sustainable development approaches. It not only improves the quality of the workforce but also strengthens the organization's competitiveness in facing environmental dynamics.[20]. The positive impact of implementing this strategy is not only felt at the individual level but also strengthens the overall quality of public services provided by the Semarang Regency Local Government. Employees

with better skills and knowledge tend to provide more effective and efficient services to the public. This, in turn, enhances public trust and satisfaction with public services.

Furthermore, with a focus on career development and capacity building, the Semarang Regency Local Government can also enhance the organization's attractiveness as a desirable workplace for talented individuals. It can create a dynamic and innovative work environment where new ideas are encouraged and the potential of each individual is recognized and developed. However, the implementation of talent management and capacity-building strategies is not without challenges. It requires strong commitment from organizational leaders, adequate resource allocation, and collective awareness from all members of the organization to accept and adopt changes. Additionally, regular evaluations are also important to ensure the effectiveness and relevance of the implemented programs. [21].

Overall, a talent management strategy with capacity-building practices has great potential to enhance the performance and competitiveness of the Semarang Regency Local Government. By investing in employee career development and strengthening individual capacities, Semarang Regency can serve as an example for other regions in optimizing human resources potential to achieve sustainable development goals.

Below are the results of interviews with three government employees of Semarang Regency regarding talent management strategy and capacity-building practices:

1. Mr. Sutomo, Head of Human Resources Department (HRD)

"As the Head of HRD, I see that talent management strategy and capacity building are key to enhancing the quality of public services in Semarang Regency. We have implemented various training and career development programs for our employees. One of them is a mentorship program that allows senior employees to guide and develop junior employees. It helps in transferring knowledge and experience, so we have a more competent workforce ready to face changes."

2. Ms. Anisa, Head of the Public Service Section

"As the Head of the Public Service Section, I directly feel the impact of capacity-building practices in our daily work. Through the training we receive, we become more capable of providing fast, accurate, and friendly services to the public. Training programs such as time management, effective communication, and problem-solving have helped us improve the skills needed to serve the public. I believe that by continuing to develop our capacities, we can provide better services to the people of Semarang Regency."

3. Mr. Joko, Financial Administration Staff

"As a financial administration staff, I realize the importance of career development in enhancing productivity and performance. Through the training programs I have attended, I have gained a deeper understanding of the financial system and budget management in the local government. It not only improves the quality of my work but also provides opportunities to enhance my personal and professional well-being. I am very grateful for the investment made by the Semarang Regency government in talent development, and I believe this will have a positive impact on the overall progress of the organization."

The interviews with these three employees indicate that the implementation of talent management strategies and capacity-building practices has had a positive impact on employees and public services in Semarang Regency. From the interviews with the three government employees of Semarang Regency, it can be concluded that talent management strategies and capacity-building practices have a significant impact on the organization's performance and public services. Respondents acknowledged the importance of investing in career development

and enhancing employee capacity to improve the effectiveness and efficiency of services provided to the community.

The Head of the Human Resources Department highlights the importance of training and career development programs in creating a competent workforce ready to face changes. It is reflected in the experience of the Head of the Public Service Section, who feels that training has helped improve the skills necessary to provide good service to the public. Similarly, the financial administration staff emphasizes that investing in talent development not only improves the quality of work but also provides opportunities to enhance personal and professional well-being.

In conclusion, talent management strategies and capacity-building practices are the right steps for the local government of Semarang Regency to strengthen human resource capabilities in responding to the demands of the times. Through these programs, they have successfully improved the quality of public services and had a positive impact on the overall progress of the organization. With a strong commitment and sustainable investment, Semarang Regency can continue to be an example for other regions in optimizing human resource potential to achieve sustainable development goals.

4.2 The Urgency of Talent Management Strategy in Career Development with Capacity Building Practices in the Scope of the Local Government Organization of Semarang Regency

The urgency of talent management strategy in career development with capacity-building practices in the scope of the local government organization of Semarang Regency is an urgent need that cannot be overlooked. In an era characterized by rapid and complex changes, the local government of Semarang Regency is faced with various challenges that require competent and adaptable human resources. First and foremost, talent management strategy is crucial as it is the key to ensuring that the organization has a quality workforce. In the context of public services, having employees with skills, knowledge, and competencies relevant to the job demands is vital. Without competent employees, the local government would struggle to provide effective and efficient services to the community.

Additionally, career development is urgent as it is a determining factor in motivating and retaining quality employees. When employees feel that the organization provides opportunities for self-development and advancement, they are more likely to be motivated to contribute maximally.[11]. This has a positive impact on overall organizational performance. Furthermore, capacity-building practices are also urgent because they help organizations face changes that occur in the external and internal environment. By increasing the capacity of individuals within the organization through training, coaching, and continuous development approaches, the Semarang Regency regional government can ensure that employees are ready to face complex and diverse challenges.

Thus, it can be concluded that talent management strategies and capacity-building practices are very important for the regional government of Semarang Regency. These steps are not only to ensure better quality public services but also to build a strong foundation for the organization's long-term progress. Without investment in talent development, organizations will find it difficult to remain relevant and competitive amidst constant change[22]. Therefore, the urgency of this strategy cannot be overlooked if Semarang Regency aims to achieve sustainable development goals and provide the best services to its community.

Here are the results of an interview with a local government official of Semarang Regency regarding the urgency of talent management strategy and capacity-building practices:

1. Mrs. Dewi, Head of the Regional Personnel Agency and Human Resources Development (BKPSDM)

Question: What is Mrs. Dewi's opinion regarding the urgency of talent management strategy and capacity-building practices within the scope of the local government organization of Semarang Regency?

Ms. Dewi's response: "I believe that talent management strategy and capacity building practices are crucial for the sustainability of the local government organization of Semarang Regency. In a continuously changing and evolving context, the need for quality human resources ready to face changes becomes increasingly urgent. Without proper strategies in managing talents and enhancing employee capacity, organizations will struggle to address the existing challenges."

"The urgency lies in our ability to provide quality public services to the community. By having skilled and trained employees, we can deliver more effective and efficient services. Moreover, with capacity-building practices in place, we can ensure that our employees remain relevant and ready to face changes in the surrounding environment, whether in terms of technology, regulations, or community needs."

"Furthermore, this urgency is also related to organizational competitiveness. In an increasingly competitive environment, organizations with competent and skilled employees will be better equipped to survive and thrive. Therefore, I am convinced that talent management strategy and capacity building practices are not only a necessity but also a must for the local government of Semarang Regency if we want to achieve sustainable development goals and provide the best services to our community."

The interview results with Ms. Dewi, Head of the Regional Civil Service Agency and Human Resource Development (BKPSDM), underscore the urgency of talent management strategy and capacity-building practices within the scope of the local government organization of Semarang Regency. From the interview, it can be concluded that these measures are not only considered important but also imperative and cannot be ignored.

First and foremost, the conclusion highlights the importance of talent management strategy in the context of organizational sustainability. By having skilled and trained employees, the organization can provide quality public services to the community. It is the primary foundation for building trust and satisfaction among the community towards the local government. Secondly, the conclusion emphasizes the urgency of capacity-building practices in maintaining organizational competitiveness. In an era of rapid change, organizations that do not adapt quickly will fall behind. Therefore, through capacity-building practices, organizations can ensure that their employees remain relevant and ready to face changes in the surrounding environment.

Lastly, the conclusion also emphasizes that talent management strategy and capacity-building practices are not just a necessity but also a requirement for the local government of Semarang Regency. It is not only related to better public services but also to the organization's competitiveness in facing increasingly tough challenges and competition. Overall, the conclusion from the interview reaffirms that talent management strategy and capacity-building practices are crucial steps for the local government of Semarang Regency in achieving sustainable development goals and providing the best services to its community.

5 Conclusion

Talent management strategy and capacity-building practices are the main foundation for providing quality public services to the community. By having skilled and trained employees, the local government can ensure that the needs of the community are effectively and efficiently met. Capacity-building practices are crucial in maintaining the competitiveness of the organization. In an era of rapid and complex changes, organizations that cannot adapt will lag. Therefore, through continuous training and development, the local government of Semarang Regency can ensure that their employees remain relevant and ready to face changes in the surrounding environment. Talent management strategy and capacity-building practices are not just a necessity but also a requirement for the local government of Semarang Regency. These measures are not only needed to improve the quality of public services but also to ensure the sustainability and progress of the organization in facing future challenges and increasing competition. With a strong commitment and sustainable investment in human resource development, Semarang Regency can continue to serve as an example for other regions in striving for sustainable development.

6 Recommendations

From the discussion on the urgency of talent management strategy and capacity-building practices in the local government of Semarang Regency, several recommendations can be provided to strengthen the implementation and effectiveness of these measures. First, the local government needs to increase investment in training and career development programs for employees. It can be done by allocating adequate budgets and providing facilities that support training, such as training rooms and access to relevant educational materials. Second, it is important to strengthen cooperation with relevant educational and training institutions. Collaboration with universities, training institutions, and professional organizations can help the local government of Semarang Regency provide training programs that meet the needs and demands of the times. This collaboration can also facilitate the exchange of knowledge and experiences between the public and private sectors.

Furthermore, a systematic evaluation mechanism needs to be developed to measure the effectiveness of training and career development programs. By conducting regular evaluations, the local government can assess the success of implemented programs, identify areas that need improvement, and adjust future strategies according to evolving needs. Additionally, it is important to encourage active participation from employees in training and career development programs. The local government can adopt a participatory approach in planning and implementing these programs so that employees feel ownership and involvement in their development process. It will increase the motivation and engagement of employees in achieving organizational goals. Finally, an organizational culture that supports learning and continuous development needs to be built. The local government needs to promote values such as willingness to learn, knowledge sharing, and innovation at all levels of the organization. By creating an environment that supports growth and development, the local government of Semarang Regency can ensure that talent management strategy and capacity-building practices become an integral part of the organizational work culture.

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