

Optimization of Talent Management in The Semarang District Government Sector

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Abstract. The quality of HR management in the public sector has caught the attention of many governments in the world today. Strategically, talent management is directed at efforts that can face global challenges to find opportunities that can produce superior organizational performance. The approach used is a qualitative approach and a conceptual approach. The data source used is secondary data. Data analysis was carried out descriptively and qualitatively. Concluding is carried out using a deductive method. This research found that the filling of structural positions in the Semarang Regency Regional Government area has been more influenced by political influence and there is an element of nepotism, namely closeness to Regional Government officials. This condition then has an impact on the performance of civil servants in the Regional Government which is less than optimal, such as lack of discipline, slow process of providing public services, and lack of understanding of the main tasks and functions of work. The practical implication of the integrative talent management framework is that public organizations will continue to search for talented individuals with leadership potential, which has the potential to lead to the tendency of HR leaders and supervisors. Before introducing talent management interventions, public sector organizations need to give careful consideration to how these can be implemented effectively.

Keywords: Optimization, Talent Management, Public Sector, Semarang Regency Government

1 Background

The work culture in the public sector (government agencies) does not yet lead fully to achieving performance, but it is acknowledged that many efforts have been made towards creating superior performance. It cannot be denied that achieving high organizational performance is not easy, because several factors influence it. Furthermore, in Talent Management several factors influence HR performance, namely individual factors, leadership, teams, system, and situational factors. The first factor that influences employee performance is individual factors which include knowledge, and talent as an ability that an individual has from birth.

There is widespread agreement among academics and practitioners that talent management is a crucial tool for businesses, yet there is frequently still disagreement over the definition of the term. Even though many articles, studies, and research on talent management have been conducted, if you study them all, it can be seen that none of the academics and

practitioners have the same perspective on talent management [1]. Most studies define talent or aptitude as a characteristic that depends on the individual's abilities, the environment in which the individual works, the organization, and the circumstances within the organization which also influence the characteristic. Talent management is the basis for successful leadership because successful employees will fulfill goals and provide better and maximum results in their contribution to achieving organizational goals.

In particular, the goals of talent management emerge from demands and constraints in external and internal contexts, appearing to be determinants for talent management practices that are either development- or performance-oriented. However, the relationship between talent management goals and talent management practices needs to be further explored in empirical research. Meanwhile, the definition used in this article views talent management as a collection of specific practices, activities, and functions in the Human Resources (HR) department of an organization. Henceforth, in managing talent, the HR Department needs to know what to do and decide, but in a faster and more effective way[2].

In 1998, the concept of talent management was popularized by the McKinsey Consulting Group, where talent management is understood as a strategic approach to ensure that organizations proceed by predetermined organizational goals. Implementation of talent management in a company aimed at ensuring that the continuity of filling important positions in a company can run smoothly. The conditions that occur in the Semarang Regency Regional Government itself show a lack of integrity and professionalism of human resources in carrying out responsibilities and complying with work regulations in the Regional Government, so this talent reservoir model can support improving the performance of the Regional Government by providing a forum for talented human resources to be able to contribute actively, by placing human resources according to their expertise and experience[3].

Based on the results of observations and interviews with one of the state officials working in the Semarang Regency Regional Government, which was carried out by researchers, it is known that the majority of state civil servants who work in the Regional Government of Semarang do not understand the duties and functions of each personnel. Furthermore, it is known that this condition is the impact of a lack of attention in managing the structural positions available in the Semarang Regency Regional Government. What is meant by lack of attention is that structural positions in the Semarang Regency Regional Government are mostly filled by personnel whose competence does not match the position given. In this case, the position of state civil servants in the Semarang Regency Regional Government is not by the expertise and skills possessed by the individual.

Based on information obtained from one of the sources, it is known that so far, filling structural positions in the Semarang Regency Regional Government area has been more influenced by political influence and there is an element of nepotism, namely closeness to Regional Government officials. This condition then has an impact on the performance of civil servants in the Regional Government which is less than optimal, such as lack of discipline, slow process of providing public services, and lack of understanding of the main tasks and functions of work. Talent management itself is the process of providing a supply of talent and aligning the right employees to fill key positions of future leaders and positions that support the company's core competencies (unique skills and high strategic value. Strategically, talent management is directed at efforts that can face global challenges to find opportunities that can produce superior organizational performance.

In the human resource management process, four basic principles are used to approach human resources in an organization. The four principles are: (1) human resources are an important asset for an organization, (2) the success of an organization can be achieved if policies

and procedures related to human resources are interconnected and provide benefits for achieving the goals of the organization, (3) company culture and values, organizational atmosphere and managerial behavior will have a major impact on the work results of human resources, (4) human resource management is related to integration which makes all members of the organization involved and work together to achieve organizational goals [4].

Whether we admit it or not, the quality of HR management in the public sector has caught the attention of many governments in the world today. Part of this concern is based on the government being an unfavorable organization for long-term careers for high-quality professional managers). The government's ability to attract, retain, and develop the best talent is one of the factors that determines a country's superiority. This was done to overcome various challenges, both internal challenges within the country and external challenges on an international scale. The process of attracting, selecting, engaging, developing, and retaining a competent public sector workforce is critical to improving performance, accountability, efficiency, and effectiveness. Especially in developing countries, public sector labor can be an important resource for economic, social, and political development.

Talent management is not only seen as necessary for organizational sustainability and competitive advantage but has also been one of the most widely discussed topics in management by academics, consultants, senior executives, and managers, for almost twenty years with the theme of management talent or global talent management. In any economic crisis, Talent Management is an important organizational function, therefore acquiring and retaining the best talent must be a continuous process. Successful and successful organizations in the world believe that extraordinary organizational performance is driven by superior talent. The best talent needs to be found, created, developed, nurtured, and retained by any organization. Mastery of new skills (reskilling) and improving skills (upskilling) are things that must always be improved. In future trends and projections of workforce structure, what is increasingly needed is human resource talent with varied competencies and mastering many skills (hybrid knowledge, hybrid skills).[5].

Technical competence is important, but non-technical competence is no less important because a balance is needed between soft skills and hard skills. Talent Management is vital for all sectors, especially for public sector organizations. In general, the public sector is facing unprecedented challenges as it grapples with the pressures of budget cuts and rationalization of organizations or positions, as well as increasing demand for effective and efficient public services. Moreover, implementing inclusive Talent Management by recruiting the best talent by the values of state officials or the public sector[6]. Talent Management can be analogous to a flexible construction in an organization, to deal with turbulence, which makes Talent Management a planning method and tool for enduring organizational change in a more measurable and guaranteed manner.

2 Methodology

This type of research is descriptive research. The approach used is a qualitative approach and a conceptual approach. The data source used is secondary data. Data analysis was carried out descriptively and qualitatively[7]. Concluding is carried out using a deductive method, namely concluding from general to specific, especially those related to the research topic, namely Optimizing Talent Management in the Public Sector of the Semarang Regency Government. Qualitative data analysis is carried out if the empirical data obtained is in the form

of a collection of words and not a series of numbers and cannot be arranged into categories. Data can be collected in various ways (interview observations, document instances, and recording tapes)[8]. It is usually processed first before being used in qualitative research, including the results of interview transcripts, data reduction, analysis, data interpretation, and triangulation.

3 Results and Discussion

3.1 Talent Management Optimization Strategy in the Semarang Regency

Government today, governments everywhere have the responsibility to formulate, implement, and evaluate public policy. Public policies decided and established by the government have an impact on all citizens and also on the credibility or image of the government itself in the eyes of the public. Therefore, it is very important to develop the government's main potential or government assets, namely talented civil servants with relevant key competencies to ensure effective and efficient public services. Of course, the best talent possessed by the government needs to be managed holistically and comprehensively. Good national talent management planning contributes in no small part to achieving the expected goals. Not to mention, public sector organizations will face big challenges, namely a large wave of retirements and the phenomenon of young people not being interested in taking part in the public sector. This ultimately raises concerns among public sector officials that there will be a reduction in the best young talents to pursue careers in the public sector. Thus, the conditions facing the public sector today are very complicated, if young talents and prospective young talents cannot be managed properly. Good. In practice, managing unique and superior people in an organization is the key to accelerating performance in the future. The real battle between organizations does not lie in infrastructure, facilities, processes, and technology. The real war lies in the quality of talent between one organization and another. However, unfortunately, public organizations, even though they are regulated by laws and regulations that allow the implementation of Talent Management, do not view Talent Management as a strategic approach to integrating the success of employees and the organization. It cannot be denied that the performance of the public sector since the beginning of this decade has been very dependent on gathering the proper talent to achieve the goals of the organization's vision[9]. On the one hand, talent is increasingly needed when government agencies are increasingly required to achieve more work targets but are still under pressure to increase transparency and efficiency.

The implementation of Talent Management in the public sector is certainly inseparable from the factors that influence its implementation. All existing factors need to be mitigated and anticipated to implement Talent Management so that it can be successful. These factors will later show that the implementation of Talent Management in the future cannot be separated from several factors that will be encountered. The following are the success factor strategies that underlie the implementation of Talent Management, namely:

1. Structural success factors, namely standard Talent Management tools and processes, creating prerequisite and supporting processes for implementing Talent Management, HR Bureau that actively implements HR programs,

using financial analysis in determining HR development indicators, integrated Talent Management program, strategic alignment between HR strategy (especially Talent Management) and business strategy, compatible organizational structure and hierarchy, a motivation system based on the Talent Management process, and positive and successful experience of implementing Talent Management.

2. Environmental success factors, namely implementing performance management based on the Talent Management process, increasing management stability, protecting the organization from direct intervention by the government, and external pressure on recruiting and appointing talent.
3. Managerial success factors, namely confidence, commitment and support from top management, strategic perspective on HR development, commitment, support and involvement of senior administrators, talent management as a strategic priority, holistic approach to developing talent, succession planning, rational decision making at the management level, preventing a silo mentality regarding data and information related to Talent Management, creating open and constructive communication, and developing collaboration. The use of digital marketing applications in tourism digitalization efforts that have been used in case studies include websites, social media, web forums, online advertising, and mobile applications. The use of digital marketing in the current era in the world of tourism has changed industrial paradigms, jobs, ways of communicating, shopping, transactions, and even lifestyles.[2].

3.2 Managerial Implications of Optimizing Talent Management in the Semarang Regency Government

The talent management system in public organizations is run using either an inclusive or exclusive approach, to ensure its effectiveness, encouragement from the organization in the form of cultural factors, leadership, or support from the organization needs to be improved. So, in this case, to achieve competitive advantage from the positioning of institutions/institutions, the impact of talent management needs to be maximized, which means that increasing the performance or achievement of the organization in full can be driven by the presence of the best talents that the organization has. In this case, the concept of talent management and how this can be a basic framework for understanding talent management comprehensively. It can be felt that the field of talent management in the public sector can develop with more benefits, especially practically, in the coming years.

While there has been much review of the topic of talent management in previous years, the overview of the integrative framework for public sector talent management developed here has raised a series of previously unhighlighted caveats, one of which is about how emerging organizational incentives can moderate system implementation on the effectiveness of talent management achieved. In addition, the review of talent management in the public sector raises important questions that can be explored further, namely what public service organizations can do to find and retain the best people to support the best performance of the organization [10]. How talent management is implemented in public sector organizations will be an interesting matter to continue to study in more depth. Before implementing talent management, the public sector needs to

consider challenges related to the culture and values of the public sector, how talent management practices are adopted and the role of key stakeholders.

Based on the results of observations and interviews with one of the state officials working in the Semarang Regency Regional Government, which was carried out by researchers, it is known that the majority of state civil servants who work in the Semarang Regency Regional Government do not understand the duties and functions of each personnel. Furthermore, it is known that this condition is the impact of a lack of attention in managing the structural positions available in the Semarang Regency Regional Government. What is meant by lack of attention is that structural positions in the Semarang Regency Regional Government are mostly filled by personnel whose competence does not match the position given. In this case, the position of state civil servants in the Semarang Regency Regional Government is not by the expertise and skills possessed by the individual.

Based on information obtained from one of the sources, it is known that so far, filling structural positions in the Semarang Regency Regional Government area has been more influenced by political influence and there is an element of nepotism, namely closeness to Regional Government officials. This condition then has an impact on the performance of civil servants in the Regional Government which is less than optimal, such as lack of discipline, slow process of providing public services, and lack of understanding of the main tasks and functions of work. Talent management itself is the process of providing a supply of talent and aligning the right employees to fill key positions of future leaders and positions that support the company's core competencies (unique skills and high strategic value). Strategically, talent management is directed at efforts that can face global challenges to find opportunities that can produce superior organizational performance[5].

1. The practical implication of the integrative talent management framework is that public organizations will continue to search for talented individuals with leadership potential, which has the potential to lead to a tendency for HR leaders and supervisors to question traditional public sector strategies in attracting candidates, recruiting, and carrying out employee career development and management. Before introducing talent management interventions, public sector organizations need to give careful consideration to how these can be implemented effectively, particularly in terms of alignment with existing equality and diversity policies and practices where contradictions may arise when managing talent within the organization. This means that talent management architects need to strategize and involve supervisors at the design and implementation stages to ensure that talent management policies tailored to the specific organizational context can be introduced and appropriate policies are taken into account.

4 Conclusion

1. Talent management is not only seen as necessary for organizational sustainability and competitive advantage but has also been one of the most widely discussed topics in management by academics, consultants, senior executives, and managers, for almost twenty years with the theme of talent management or global talent management.

2. The talent management system in public organizations is implemented using either an inclusive or exclusive approach, to ensure its effectiveness, encouragement from the organization in the form of cultural factors, leadership, or support from the organization needs to be improved. So in this case, to achieve competitive advantage from institutional positioning, the impact of talent management needs to be maximized.
3. In practice, managing unique and superior people in an organization is the key to accelerating performance in the future. The real conflict between organizations does not lie in infrastructure, facilities, processes, and technology. The real battle lies in the quality of talent between one organization and another.

5 Suggestion

1. Talent management is not only seen as necessary for organizational sustainability and competitive advantage but has also been one of the most widely discussed topics in management by academics, consultants, senior executives, and managers, for almost twenty years with the theme of talent management or global talent management.
2. It is hoped that the government's ability to attract, retain, and develop the best talents is one of the factors that determines a country's superiority. This was done to overcome various challenges, both internal challenges within the country and external challenges on an international scale. The process of attracting, selecting, engaging, developing, and retaining a competent public sector workforce is critical to improving performance, accountability, efficiency, and effectiveness.
3. In any economic crisis, Talent Management is an important organizational function, therefore, acquiring and retaining the best talent must be a continuous process. Successful and successful organizations in the world believe that extraordinary organizational performance is driven by superior talent. The best talent needs to be found, created, developed, nurtured, and retained by any organization.

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