Success Factors of Talent Management in Employee Career Improvement in Gorontalo Province

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ABSTRACT

This research investigates the implementation of talent management within the Gorontalo Provincial Government, with a focus on the effectiveness of the talent management stages: Define, Discover, Develop, and Deploy. The main problem raised was the lack of employee placement according to competency, which had an impact on organizational performance. The aim of this research is to identify the factors that influence the success of talent management and how this process can be optimized. The methods used include qualitative analysis of existing regulations as well as interviews with employees and management. The resulting recommendations include the need for strong management support, transparency in the placement process, and ongoing monitoring to ensure the effectiveness of talent management. This research is different from previous research by emphasizing collaboration between management and employees and the importance of regular evaluations for adaptation to changing organizational needs, so as to improve the quality of public services in Gorontalo Province.

Keywords: Talent Management, Organizational Performance, Periodic Evaluation

INTRODUCTION

Along with the increasing public demands for government performance and services, the main focus is on improving public services. In this context, the government through the bureaucratic reform program has launched various programs and policies to improve performance. The goal is to prepare a more competitive bureaucracy to be able to meet the standards of a global-class bureaucracy. The demands of dynamic and complex social change increasingly require the bureaucracy to be responsive in providing quality services.

To realize a more responsive government, the implementation of government reform is carried out with a focus on professional services. This aspect is very important in increasing public trust in government institutions. Public trust cannot be separated from the performance of quality, professional, and competitive apparatus. Therefore, the bureaucratic system and mechanism must be run professionally to meet the expectations of the community.

In order to increase the competitiveness of the bureaucracy, bureaucratic reform requires support from quality and professional apparatus. This apparatus must have integrity, high performance, and be free from corruption, collusion, and nepotism (KKN). In addition, they must be neutral, prosperous, dedicated, and uphold the basic values and code of ethics of the state apparatus. Most importantly, they must be able to provide good public services, in accordance with the expectations of the community (Daniarsyah, 2015).

The survey report by the Indonesian Ministry of PAN RB (2023) regarding the assessment of the implementation of bureaucratic reform in the merit system aspect in 2022 shows that out of 460 government agencies, 217 agencies (47.3%) received a good or higher category score. On the other hand, the implementation of this bureaucratic reform has had a positive impact on Indonesia's competitiveness at the global level. Based on data from the IMD World Competitiveness Ranking (WCR) 2024, Indonesia's competitiveness has

increased, from position 36 out of 137 countries to position 34. This can be seen in the accompanying graph.

Graph 1: Indonesia's Competitiveness

The reform program, especially in the development of human resources (HR) and increasing the capacity and competitiveness of the bureaucracy, has shown progress since the implementation of bureaucratic reform through the grand design of reform in 2010. The implementation of the merit system has also shown positive changes. However, employee performance still needs to be improved sustainably to achieve optimal results. This condition is important because there are several fundamental problems in the development of state apparatus HR. First, the allocation of HR in terms of quantity, quality, and distribution of civil servants (PNS) according to territorial areas is still unbalanced. Second, the level of productivity of PNS is still low, and third, HR management of the apparatus has not been implemented optimally to improve professionalism, employee performance, and organization. In addition, the civil servant salary system is not based on the weight of work or position obtained from job evaluations (Lembaran Negara, 2010).

One effort that can be made to improve employee competitiveness is through the implementation of talent management. Fairer and more open employee career development can be the key in this regard. Talent management in the government system can support the implementation of the merit system optimally, so that it can produce quality and professional employees. The Merit System is a Civil Servant (PNS) management policy based on qualifications, competencies, and performance. This approach is implemented fairly and fairly without distinguishing political background, race, skin color, religion, origin, gender, age, or disability conditions. The management of the State Civil Apparatus (ASN) based on the merit system emphasizes the importance of empowering ASN in accordance with the suitability between job qualifications and expertise possessed (Sandinirwan et al., 2022).

Talent management is a crucial strategic approach in career development in an organizational environment, including in local government organizations. Semarang Regency, as one of the developing regions, requires the implementation of effective talent management. This aims to ensure that each employee can contribute maximally in achieving organizational goals (Endratno, 2011).

According to Firmansyah (2023), The ultimate goal of implementing talent management is to find and prepare the best talents who will fill key positions, namely future leaders and positions that support the core business of the organization. He also emphasized that talent management can encourage career development, where employee motivation is developed to improve government performance.

Through the implementation of talent management, the potential or talents possessed by employees can be classified so that data is obtained that later the career development of each employee can be detected (Senang & Srinoviyanti, 2021). On the other hand, talent

management can help ASN to develop their careers without discrimination because Talent Management can reduce or even eliminate the interference of public officials (politics) in determining strategic positions (high-ranking positions) through the spoil system *(*Desy Mutia (2001).

The State Civil Apparatus (ASN) has a role in realizing the government's task in implementing national development because ASN is the front guard in implementing public services. ASN should have good quality so that they are able to carry out their duties professionally, fairly, and responsibly (Apriansyah, 2017). Therefore, improving human resources, one of which is developing ASN careers, is very necessary considering that ASN is the main pillar of National Development in terms of public service.

One of the challenges of implementing talent management is the existence of spoil system practices in government. Spoil system practices still have the potential to occur because the authority to place, appoint, transfer, dismiss and develop ASN management is still the authority of the Personnel Development Officer (PPK) who is also a political position. The implementation is adjusted with the governor's will to do rotation, replacement and officer appointment (Wantu, 2017).

The existence of spoil system practices like this can result in low performance that is not evenly distributed across all employees, which will ultimately disrupt the quality of public services (Senang & Srinoviyanti, 2021). The aspects of qualifications, competence and work performance of an employee which should be the main consideration in promotion and job placement tend to be invisible considering the large number of strategic positions which focus on bureaucratic politicization which will have an impact on the failure of ASN career development (Al Rinadra et al., 2023).

Law Number 20 of 2023 concerning Civil Apparatus, Article 46 explains that career development can be implemented through talent mobility, and talent mobility is organized based on a merit system through talent management. According to Senang and Srinoviyanti (2021) stated that talent management is a renewal or in this case is said to be a new paradigm in human resource management of civil servants.

Through the talent management approach, career development can be carried out in a structured manner and can also increase employee motivation and job satisfaction, which ultimately has a positive impact on the overall performance of the organization. Good career development, organizations can not only maximize the productivity and performance of their employees, but can also increase retention rates and job satisfaction (Zuñiga-Collazos et al., 2020).

Wide access for employees to see clear career prospects in the organization tends to be more loyal and motivated. Capacity building in the context of career development involves various practices such as training, mentoring, coaching, and leadership and technical skills development. Training can be in the form of workshops, seminars, courses, and other professional development programs designed to enrich employee knowledge and skills. Monitoring and coaching provide direct support and guidance from seniors or experienced experts, helping employees understand the dynamics of work and develop the competencies needed to advance in their careers.

In Gorontalo Province, the implementation of talent management faces various significant challenges. Several factors, such as external interest intervention, personal relationships, and spoil system practices to maintain excessive loyalty, can result in ineffectiveness in the talent management system. In addition, the phenomenon of clientelism related to political interests is also one of the inhibiting factors. These challenges threaten efforts to run a talent management system fairly and openly, which is very important to support government performance.

This problem requires an in-depth study to describe the various phenomena found in empirical facts related to the implementation of talent management in Gorontalo Province. This study aims to examine the main factors that can influence the success of the implementation of talent management in the area. The method used in this study is qualitative with an exploratory descriptive approach, which allows researchers to dig deeper into the existing situation.

Based on the problems identified, this study refers to the talent management model developed by Yahya (2020), which includes the define, discover, develop, and deploy processes (Haudi et al., 2021). Through qualitative analysis, the findings of this study identified several factors that influence talent management, namely: 1) management support; 2) employee understanding; 3) commitment; and 4) supervision and evaluation. These factors are interrelated and have a significant impact on the effectiveness of talent management in Gorontalo Province.

This study recommends the need for regular and continuous implementation of supervision and evaluation in talent management. This is important to ensure that the talent management system runs in accordance with the goals and objectives that have been set, especially in career development and improving employee performance. With the right approach, it is hoped that talent management in Gorontalo Province can be implemented more effectively and contribute to better government performance.

METHODS

This research method was carried out using a qualitative approach, using in-depth analysis through the steps outlined by Miles et al., 2016; Miles & Huberman, (1994). The research procedure begins with the determination of the problem, design, and research approach, as well as the formulation of focus and sub-focus to answer the research objectives. Furthermore, data collection is carried out through structured interview techniques by visiting research informants directly and conducting face-to-face interviews, especially with key informants.

Key informants involved in this study include the head of the Gorontalo Provincial BKD, heads of divisions, heads of sections, employees, and heads of other work units. In addition to structured interviews, data collection is also carried out through unstructured interviews to ensure the validity of the data before the data reduction and presentation process. Data reduction is carried out using tabulation techniques to understand important themes and categories related to the focus of the research. Data validity is also guaranteed through documentation techniques, which include reports, career development strategy documents, and relevant regulations.

The data presentation process is carried out by compiling data systematically, where data analysis is carried out simultaneously by identifying similarities in the themes that emerge. In-depth techniques were used to analyze themes and categories based on interview results, which were highlighted as factors that could determine the success of talent management implementation, especially in Gorontalo Province. The data were then presented based on focus and sub-focus to assess suitability with the problems studied.

The conclusion is drawn after an in-depth analysis of the interrelationships between the focuses is carried out, with data validity checks through several stages (Creswell & Creswell, 2018).The process of generating findings is then developed by confirming various previous findings, as well as the relationship between phenomena and research themes with existing theories. With this systematic approach, it is hoped that the research can make a significant contribution to the understanding of talent management in Gorontalo Province.

RESULTS AND DISCUSSION

Based on the research results, the implementation of talent management in the Gorontalo Provincial Government is carried out by the Gorontalo Provincial Civil Service Agency through several stages. Talent management is generally carried out through four main stages, namely: a) Define (determining needs); b) Discover (finding and attracting employees); c) Develop (developing potential); and d) Deploy (placing employees in the right section and at the right time). Each stage has an important role in ensuring the effectiveness of overall talent management.

The first stage is "Define", which is the initial step in the talent management process. Define is carried out by identifying job needs, both structural and functional, in the Gorontalo Provincial Government. The purpose of this process is to get the right individuals through several methods, such as target job analysis, talent needs analysis, and talent assessment and mapping talenta (Haudi et al., 2021). This identification process is very important to ensure that the organization's needs can be met properly.

In the process of identifying employee needs, several aspects must be considered, including employee needs analysis documents, workload analysis, and career development analysis in stages. In addition, it is also important to take into account employees who will retire, so that there are no vacant positions that can disrupt the smooth operation of the organization. With a systematic approach, this process can help ensure that employees who are placed have the competencies that match the needs.

The "Define" stage is very important, because the weak implementation of the talent management system is often caused by the less than optimal implementation at this stage. The Define process is basically a strategy that is directly related to the development of personnel management objectives, based on several main aspects, such as: 1) the competence of the State Civil Apparatus (ASN) in accordance with the established job competency standards; and 2) efforts to encourage innovation, change, acceleration of development, and public services, as well as suitability with the priority needs of Gorontalo Province.

Although this stage has been carried out, empirical facts show that there are still obstacles, especially in terms of commitment and support from management. Management support should not only be limited to political support by providing some rules or regulations, but should also include concrete support and real commitment to avoid spoil system practices in the placement of officials. Thus, the success of talent management is highly dependent on strong commitment and support from all management parties.

The second stage is the discover stage. The "discover" stage is a continuation of the "define" stage in ASN talent management. This process includes development carried out through various programs, such as education, training, and coaching. Government Regulation Number 11 of 2017 concerning Civil Servant Management emphasizes the importance of the employee development process to fulfill the Merit System concept. Strengthening the implementation of the merit system is carried out through the application of talent management, where both have an inseparable relationship because they have the same goals and complement each other. (Fatimah et al., 2023)

Personnel management has been developed by the Regional Personnel Agency (BKD) of Gorontalo Province, especially in the "discover" process. This process is carried out through a recruitment route, which causes internal complexity in its implementation. On the other hand, external routes can also be carried out from the beginning, including administrative fulfillment, employee competency measurement and evaluation, and ongoing employee development. Therefore, it is important to ensure that all processes run efficiently and effectively.

The talent management approach provides assurance in implementing a systematic approach. Talent management is more systematic, and its implementation is based on data.

This condition is very relevant to the implementation of a digitalization system in the implementation of government apparatus management. Regarding talent management, the implementation of SimASN in Gorontalo Province can support the implementation of talent management effectively. This system allows the collection and analysis of data needed for employee development.

The implementation of talent management in Gorontalo Province provides its own advantages, where the employee recruitment and career development process not only meets current employee needs but can also plan for future needs and fulfillment. With this approach, the local government can be better prepared to face future challenges and ensure that there are competent employees who are ready to fill the positions needed.

However, there is a major problem in this aspect, namely the lack of attention to talent management in employee career development. Inadequacy in talent management can hinder the acquisition and discovery process, so that this process cannot run optimally. This can be seen from the existence of several vacant positions in various government agencies in Gorontalo Province, which shows that the discovery process has not been running well. For example, data on filling positions that have not been filled in 2024 shows a deficiency in meeting employee needs.

This is an indication that talent management needs to be improved, with a focus on career development and utilization of existing talent management information systems. With the right steps, it is hoped that the discovery process can be improved and optimized for the benefit of the organization and the employees themselves.

Table 1. Positions within the Gorontalo Provincial Government

Position	Job needs	Job filled	Job vacancies
Senior High Leader	1	1	0
High Primary Leader	39	34	5
Administrator	164	152	12
Supervisor	186	177	9
Executor	1826	1731	95
Main Expert	10	8	2
Associate	238	95	143
Young Expert	587	386	201
First Expert	484	149	335
Supervisor	141	27	114
Proficient	238	41	197
Skilled	327	42	285
Beginner	26	13	13
AMOUNT	4267	2967	1300

Source: Regional Civil Service Agency of Gorontalo Province, 2024

The third stage is the "develop" stage. The "develop" stage is a very important step in the development of the talent management model developed by Yahya (2020) (Haudi et al., 2021). This stage aims to ensure that employee placement is in accordance with their potential. By identifying and developing high-potential employees, the focus is not only on individual development, but also on strengthening the organization as a whole. Thus, the organization can maximize existing human resources to achieve its strategic goals.

In order to implement employee career development at this stage, the Gorontalo Provincial Government has a career development program that includes various activities, such as technical training and soft skills development. The development of soft skills, such as

communication and leadership skills, is as important as the development of hard skills in improving employee performance. Both complement each other and are very much needed to create employees who are not only technically competent, but also able to interact and lead well in the work environment.

This development is important to meet the job needs that have been identified in the first stage based on the needs of the organization. The development process is carried out based on an employee potential map formulated using the 9-square approach of potential and expected performance. With this square map, the Gorontalo Provincial Government can more easily map employee conditions and design appropriate development programs, so that each employee can be placed in the right position and contribute maximally to the organization.

Figure 1: Map of potential employees of Gorontalo Province
Source: Employee Potential Development
Talent Management of Gorontalo Province
Image caption:
1. Squares 1, 2 and 3 are employees with low performance and low potential.
2. Squares 4, 5 and 6 are employees with high performance but low potential.
3. Squares 7, 8, 9 are employees with high performance and potential.

Based on the figure, employee development can be done more easily with different interventions. Employees in the first to third squares require intervention with a coaching and development approach, because they have not shown independence in creating performance. Meanwhile, employees in squares four, five, and six require intervention by providing opportunities to develop their potential through education and training, in order to qualify for promotion to fill certain job vacancies. On the other hand, employees in squares seven, eight, and nine are included in the succession plan group and are ready to be placed to fill vacancies in certain positions.

This talent development model is more relevant to efforts to develop innovation for government officials. However, in Indonesia, the implementation of this model has not been carried out systematically (Fachriansyah & Wulandari, 2022). The importance of developing talent management in Indonesia can be done through the development of norms, standards, procedures, and criteria (NSPK). The main purpose of this development is to improve the ecosystem and talent acquisition, including the development of a talent management

information system that contains an integrated database across (Fachriansyah & Wulandari, 2022).

The fourth stage is the "Deploy" stage. This stage is the final stage related to employee placement. Employee placement is a crucial stage, because in practice there is often resistance if this process does not comply with the provisions or desires of the employees involved, both from decision makers and employees who will be placed. This can cause dissatisfaction and reduce employee motivation, which ultimately has an impact on organizational performance.

In Gorontalo Province, employee placement tends to still be influenced by several factors, such as intervention, personal relationship values, and spoil system practices. Political aspects are also still dominant in the implementation of an optimal talent management system. In addition, the loyalty factor is often applied excessively, which can ignore aspects of qualifications, competence, and potential or talents possessed by employees. Thus, it is important to create a fair and transparent placement system so that the talent management process can run well.

The fourth stage is "Deploy". This stage is also known as the employee placement stage. Employee placement has so far been carried out based on competence, rank requirements, work experience, and educational level and qualifications. However, employee placement often also considers the loyalty factor, which sometimes ignores some of the factors above. This can lead to unfairness in the placement process and potentially result in practices that are not in accordance with the principle of meritocracy. To minimize the occurrence of detrimental practices such as spoil systems and employee placement based on personal relationships (paternalism), the Gorontalo Provincial Government has developed an employee career development information system known as SimASN. In this information system, there is a tool that opens wide access for employees to find out about career levels and existing job needs. With this access, employees can better understand the opportunities available and increase their participation in the career development process.

The employee placement process now takes into account the competencies, talents, and other interests of the employees to be placed. Through the SimASN system, employees can convey career aspirations based on their competencies. This is in line with the principle of talent management which emphasizes the importance of developing individual potential according to their talents (Suryani & Stiawati, 2024). Thus, employee placement is not only oriented towards the needs of the organization, but also considers employee satisfaction and career development.

Placement based on clear and measurable criteria will ensure that employees are placed in the right position. This placement process is carried out transparently and fairly, where employees are given the opportunity to understand the criteria used and participate in the process. In this way, employee trust in management will increase, and they will be more motivated to give their best to the organization.

From the description of talent management in Gorontalo Province, it can be stated that the implementation of talent management has exceeded the application of the "Merit System" as outlined in Law No. 5 of 2014. Article 1 states that the Merit System is a policy and management of ASN based on qualifications, competencies, and performance fairly and fairly, without distinguishing political background, race, skin color, religion, origin, gender, marital status, age, or disability.

Basically, talent management can strengthen the merit system by developing employee careers that not only pay attention to competencies, but also the innate talents possessed by employees. By understanding the competencies and innate talents of employees, it is hoped that the placement process can meet employee expectations and satisfaction. Talent

management can provide guarantees of fairness and openness in the employee career development process (Haudi et al., 2021)

Through a talent management system, an information system is needed that can open up participation and access widely to all employees. Employee understanding of the mechanisms and information systems can help implement the Talent Management Information System, providing information related to the competencies and talents possessed by employees. Therefore, the success of talent management also requires the support and commitment of all stakeholders so that its implementation can run optimally.

This is very relevant to several research phenomena related to the success of the implementation of talent management in Gorontalo Province. Some of the main factors that can influence the success of talent management implementation include: 1) management support; 2) understanding of all employees; 3) commitment and cooperation; and 4) supervision and evaluation of talent management implementation in relation to employee career development.

The first factor is management support. Management support is very important both politically and managerially in the implementation of talent management. To meet the needs of employees, especially in the placement of positions both structurally and functionally, the local government has issued several regulations. Among them are the Regulation of the Governor of Gorontalo Number 48 of 2023 concerning the Implementation of Civil Servant Mutations and the Decree of the Governor of Gorontalo Number 85/26/II/2024 concerning the Need for State Civil Apparatus Employees within the Gorontalo Provincial Government. In addition, there is also the Decree of the Governor of Gorontalo Number 193 of 2024 which states that talent placement is carried out based on a succession plan with reference to the formulation of strategic needs.

The availability of these regulations indicates the existence of concrete management support in providing a legal basis for the implementation of talent management. However, the results of the study show that the management support expected in driving the success of talent management is not only limited to the regulatory aspect, but also includes concrete actions. One of these actions is to supervise the implementation of each stage of talent management, so that it can ensure that all processes run according to plan.

To meet the needs of filling positions structurally and functionally, inclusive professionalism, competence, and basic potential (talent) of employees are required. Without strong management support, the entire value system implemented through talent management will not show the expected results (Haudi et al., 2021). Therefore, it is important for management to be active in supporting every aspect of talent management.

Management must understand that they are the main users of employee power, both structurally and functionally. This understanding is not only limited to formal qualification aspects based on rank and seniority, but must also consider the basic abilities (talents) possessed by employees. Placing employees according to their abilities will produce the expected performance (Fadilah Nur et al., 2015)

On the other hand, when employees feel appreciated for their unique abilities, they will be more motivated to carry out their duties and functions optimally. Increasing employee performance will have a positive impact on the overall performance of the organization, creating a productive and innovative work environment. Thus, strong management support and a deep understanding of employee potential are key to achieving organizational goals.

The second factor is employee understanding. Talent management not only focuses on competency development, but also on performance measurement. Every State Civil Apparatus (ASN) must have a clear understanding of what is expected of them and how they can achieve those goals. With this approach, talent management can serve as an effective tool to improve the quality of public services in Gorontalo Province.

The readiness of all employees to support the successful implementation of talent management is very important. The Gorontalo Provincial Government, in implementing talent management, must ensure that all employees are actively involved in this program. The Regional Civil Service Agency as the main sector line has a strategic role in preparing regulations and policies that support the implementation of talent management, so that it can create a conducive environment for employee development.

The level of employee understanding of the substance and use of the talent management system is an important factor in the success of this program. The lack of employee involvement in using talent information systems, such as SimASN, can indicate low employee participation to support the implementation of talent management. Therefore, efforts need to be made to improve employee understanding and involvement in the system.

If employees do not have adequate understanding of the concept, objectives, and substance of talent management, it will affect their participation in inputting information related to their competencies and talents. In addition, this understanding is also related to their role in knowing the direction of career development that can help achieve employee placement according to their talents.

The third factor is commitment. Commitment is an important aspect to ensure the sustainability of talent management implementation. Commitment is not only required from management, but also from all employees in the talent management implementation process. On the management side, commitment from regional leaders, especially the highest leader in Gorontalo Province, namely the Governor, is very crucial as a mentor in employee career development. As the highest leader, management commitment will be an example and provide a clear direction for the development of talent management.

Commitment also needs to be reflected at the middle and lower management levels, where the implementation of talent management requires extensive socialization to all employees. This is important so that all employees can access information related to the development of talent management in Gorontalo Province. In addition, employee commitment is closely related to the culture and mindset of local government officials. This commitment can encourage the implementation of the cultural values of regional government organizations, especially in the context of career development in an agency (Wahyuningtyas, 2015).

Strong employee commitment affects the discipline aspect, where each employee will be bound by the talent management system that is run together (Lok & Crawford, 2004; Raharjo et al., 2023). To provide broad information about employee competency and talent development, a strong understanding and commitment from all employees is required. This will ensure that every individual in the organization plays an active role in supporting the implementation of talent management effectively.

The fourth factor is supervision and evaluation. Evaluation and monitoring in the implementation of talent management are very important to be carried out periodically and continuously. This process aims to identify weak points in the stages of implementing talent management, while providing a basis for decision makers to take constructive steps for improvement. This is in line with the view of Mutakallim (2016), who stated that supervision is a systematic effort to set standards for implementing objectives, design a feedback information system, compare actual activities with established standards, and determine and measure deviations that occur to take necessary corrective actions.

The implementation of evaluation not only provides benefits for management and implementers of talent management, but also ensures that the mechanisms and procedures for talent management have been carried out in accordance with the stages or models determined by the government. Thus, this supervision and evaluation process is important to maintain the

integrity and effectiveness of talent management, so that it can continue to adapt to the needs of a dynamic organization.

CONCLUSION

The implementation of talent management in the Gorontalo Provincial Government is carried out through four main stages: Define, Discover, Develop, and Deploy. Each stage has an important role in ensuring that employees are placed according to their competencies and potential, which ultimately contributes to organizational performance. The success of talent management is greatly influenced by management support, employee understanding, and collaboration between the two. Employee involvement in the placement and career development process, as well as transparency in procedures, are important factors in increasing employee motivation and trust in management.

To improve the effectiveness of talent management, periodic and continuous supervision and evaluation are needed. The supervision and evaluation aspects are key to ensuring that talent management is carried out in accordance with the established mechanisms and objectives. Periodic evaluation of organizational needs and analysis of employee performance are essential for designing more effective training and placement programs, so that employees can meet increasingly complex job dem

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