Talent Management Policy in Special Region of Jakarta: Effectiveness and Ideal Model

Raheldin Rosrith Fraidy Aiyal; Nurliah Nurdin; Tjahyo Suprayogo

Institute Of Home Affairs Governance, Indonesia; Institute Of Home Affairs Governance, Indonesia; Institute Of Home Affairs Governance, Indonesia

Abstract: *This study examines the effectiveness and challenges of implementing talent management in the DKI Jakarta Provincial Government. The study has two research questions: first, how is the policy implemented; second, what is the ideal model for talent management? This research used qualitative research. Data was collected through interviews and secondary data. The results showed that the talent management policy in the DKI Jakarta Provincial Government is still in the infrastructure development stage, even though it already has a concept for implementing talent development and talent retention. This study suggests that talent management policies implement a new model to improve organizational performance in DKI Jakarta.*

Keywords*: Talent Management; Human Resources; Bureaucracy*

I. INTRODUCTION

As a metropolitan area, the Special Region of Jakarta must have optimal governance performance. This effort accommodates the community's needs and demands for complex public services. Good governance can be realized one way with the support of professional state civil apparatus (ASN) management. Human resource management generally involves people who work as organizational drivers and have asset functions whose skills must be trained and developed.

Human resource management is the science of building roles and relationships between employees to enable them to work more effectively and efficiently so that the organization can achieve the goals it wants to achieve. This opinion aligns with Sedermayanti& Rahadian (2018), who state that human resource management refers to an organization's systems, policies, and practices that influence employees' behavior, attitudes, and performance. Therefore, human resource management focuses on managing human resources where there is interaction between the organization and its employees, but of course, they have different interests. According to Supendi et al. (2019), human resources refers to the tasks and obligations that must be carried out in a large or small organization, which is useful for managing and coordinating these human resources.

However, data from evaluation results of 53,794 employees in the Special Region of Jakarta shows that the achievement of the Professionalism Index for the state civil apparatus in DKI Jakarta Province is still not satisfactory.

Table 1.1
Results of Evaluation of Achievements/Realization of the 2021 State Civil Apparatus Professionalism Index

No	Dimension	Percentage per Dimension	Achievements in 2021	Percentage (%)
1	Qualification	25%	13,04%	52,2
2	Performance	30%	24,08%	80,3
3	Discipline	5%	5%	100
Final Index Value			**42,12%**	

Source: LKIP DKI Jakarta Province, 2021

Based on the table above showing the 3 (three) dimensions of the ASN Professionalism Index assessment administered by the DKI Jakarta Provincial Government, the achievement of the qualification dimension is the lowest. This is because, in 2020, the DKI Jakarta Provincial Civil Service Agency did not carry out activities for the Service Examination, Diploma Adjustment Promotion Examination, or Civil Servant Education Promotion Examination. The measurement of the index itself has been stated in Permenpan RB Number 38 of 2018 concerning the Measurement of the Professionalism Index for State Civil Apparatus.

On the other hand, the lack of professionalism of ASNs will hamper the merit system's achievements in the DKI Jakarta Provincial Government. Findings from the State Civil Apparatus Commission in 2022 show that the achievements of the DKI Jakarta Province Merit System Index will be ranked 6th out of all provinces in Indonesia with a very good category.

However, there are still several aspects that need to be improved; this concerns the 8 aspects of the assessment carried out regarding the merit system; there needs to be an emphasis/focus on several aspects to improve the implementation of the merit system in the future, namely in the aspects of career development as well as promotions and transfers, which has not been maximized about its achievements. Career development, as well as promotions and transfers, are 2 aspects that are directly related to talent management.

The lack of optimal assessment results regarding aspects of career development, as well as promotions and transfers, has led to the old paradigm of making appointments to structural positions based on seniority factors in rank, age, education, and experience. This principle does not align with the merit system, where management related to the state civil apparatus is carried out based on appropriate qualifications, adequate competence, and the best performance when appointed. The concept of a merit system must be a priority value for professionalism. The merit system principle harmonizes various aspects, namely aspects of competence, qualifications, performance, fairness, and openness.

If you look there have been many studies on talent management. This was carried out by Hongal & Kinange (2020) with the research title "A Study on Talent Management and its Impact on Organization Performance- An Empirical Review" using the qualitative empirical review research method. The theories used in this research are talent retention, employee engagement, organizational performance, and competencies. This research indicates that talent management is one of the biggest human resource challenges to critically meet organizational demands beyond the future. It is indispensable for the survival and sustainable development of any organization. Neglecting talent management is suicide for an organization, especially in the current scenario of highly competitive organizations.

Another research was conducted by Dwiputrianti et al. (2023) with the title "Understanding Indicators of Talent Acquisition and Retention of Different Generations in Building Talent Management: A Case Study of DKI Jakarta Provincial Government," which used a mixed methods research method. The theory used in this research is Talent Acquisition & Talent Retention. This research showed that over 90 percent of respondents

strongly agreed with talent acquisition and retention indicators. These findings are confirmed by supporting data and information based on interviews and implementation documents in DKI Jakarta Province. Furthermore, this research found a positive correlation between talent acquisition and talent retention based on talent management indicators implemented in DKI Jakarta Province.

On the other hand, research from King & Vaiman (2019) with the title "Enabling effective talent management through a macro-contingent approach: A framework for research and practice" uses a qualitative literature review research method. The theories used in this research are macro talent management and micro talent management. The results of this research suggest that management agency is potentially strongest when applied internally; that is, in the direct management of an organization, an intra-organizational focus on talent management can limit management agency if the broader macro external context does not sufficiently inform it.

Based on existing study trends, no studies have been found that discuss talent management policies in the Special Region of Jakarta Province. This study will focus on the challenges of effectiveness, quality improvement, and business processes. This is important, considering that many studies show that talent management tremendously impacts institutions and employee performance. Thus, this study will answer two questions, namely: first, how is the implementation of talent management policies in the Special Region of Jakarta Province, and secondly, what talent management model is most suitable to be implemented in the Special Region of Jakarta.

II. METHODS

This research uses qualitative research. According to Sugiyono, qualitative research methods are research methods used to examine natural conditions of objects (as opposed to experiments) where the researcher as the key instrument, data collection techniques were carried out through triangulation (combined), data analysis used inductive/qualitative, and the results of qualitative research emphasize meaning rather than generation (Sugiyono, 2015).

This research data is divided into two, namely, primary data and secondary data. Primary data in this research was obtained from interviews with informants. Secondary sources in this research were obtained from reviewing reading materials and other literature related to the research focus in the form of books, regulations, reports, and documents related to implementing talent management policies in the DKI Jakarta Province environment.

Then, analyze the data. According to Bogdan, data analysis is the process of systematically searching for and compiling data obtained from interviews, field notes, and other materials so that it can be easily understood. The findings can be informed to others. Data analysis is carried out by organizing data, describing it into units, synthesizing it, arranging it into patterns, choosing what is important and what will be studied, and making conclusions that can be shared with others. Miles and Huberman stated that activities in qualitative data analysis are carried out interactively and continue continuously until completion, so the data is saturated. Activities in data analysis, namely data reduction, data display, and conclusion drawing/verification) (Sugiyono, 2015).

III. RESULTS AND DISCUSSION

III.1. THE URGENCY OF INCREASING THE CAPACITY OF THE STATE CIVIL APPARATUS

Increasing the capacity and capability of bureaucratic performance is one of Indonesia's eight main government concerns included in the Road Map for Bureaucratic Reform. Within the framework of bureaucratic reform, it is necessary to organize the HR management system for personnel. In this regard, aspects of recruitment, selection, and placement must be considered in government bureaucracy. The placement of human resources must pay attention to placing the right human resources in the right positions, or English proverbs; it is often called "the right man in the right place and the right man behind the right job." This principle is in line with the implementation of a more professional bureaucracy, namely within the framework of the merit system concept.

Merit system-based HR management is also important because HR is a resource that is used to synergize other resources to achieve organizational goals. By the mandate of Law Number 5 of 2014, implementing the merit system is mandatory because measurements related to the merit system will be carried out for government agencies. Talking about assessment, an institution has the authority to carry out duties and functions in supervision and assessment related to the implementation of the merit system in Indonesia, namely the State Civil Apparatus Commission (KASN).

In carrying out this function, KASN forms an independent assessment instrument based on the self-assessment method. KASN guides the implementation of the merit system for several government agencies. This coaching aims to spur the implementation of the self-assessment policy for implementing the merit system in Indonesia. In this regard, we can see the assessment of the achievements of the DKI Jakarta Province merit system in 2022 when compared with other provinces; we can see this in the following table and diagram..

Table 1.2
Merit System Index for several Provinces in Indonesia in 2022

NO	Regional Government	Score	Category
1	West Java Province	396,5	Very good
2	East Java Province	353	Very good
3	Yogyakarta Province	349	Very good
4	South Sulawesi Province	340,5	Very good
5	Central Java Province	335,5	Very good
6	Special Region of Jakarta Provinci	335,5	Very good
7	North Sumatra Province	333,5	Very good
8	West Sumatra Province	332	Very good
9	West Kalimantan Province	325,5	Good
10	Banten Province	321,5	Good
11	Riau Islands Province	314	Good
12	Riau Province	300,5	Good
13	East Nusa Tenggara Province	282,5	Good
14	North Sulawesi Province	281	Good

Sumber : KASN, 2022

There are several problems in the management of the state civil apparatus based on a merit system, especially in the aspects of promotion and transfer, namely:

1. The DKI Jakarta Provincial Government's succession plan regarding talent management is still in the development stage because much of the talent data in the talent matrix has not been filled in.
2. When the talent management information system was evaluated, there were still differences between the talent quadrant data on the dashboard and in the individual menu.

Assessment of the achievements of the DKI Jakarta Province merit system in 2022, including aspects of promotion and transfer, includes internal policies regarding civil servant career patterns, filling high

leadership positions through open selection and/or succession planning, and implementing internal policies. In 2021, the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan-RB) stipulated Regulation of the Minister for State Apparatus Empowerment and Bureaucratic Reform Number 22 of 2021 concerning Career Patterns for Civil Servants. The purpose of establishing this regulation is as a guideline for government agencies to develop a standardized career pattern that suits the characteristics of each government agency. Apart from that, another aim is to guarantee employee career certainty and ensure that a person's placement in a position is in accordance with the competency, qualifications, and performance of civil servants and the implementation of government and development duties.

While implementing the verification of the merit system self-assessment, KASN still found government agencies that set internal policies regarding civil servant career patterns based on old regulations or even had no internal policies regarding career patterns. This, of course, can cause uncertainty regarding the career development of civil servants within the agency. Furthermore, the requirements to be appointed to a specific position include civil servant status, having specific educational qualifications, having good integrity and morals, having work experience at a certain level of position, and having a work performance assessment element of at least 2 (two) good marks. Final year, and has technical, managerial, and socio-cultural competencies according to competency standards as proven based on evaluation results by the agency's civil servant performance assessment team. As for its implementation, there are many government agencies where placing a person into a position is not based on the results of technical, managerial, and socio-cultural competency according to state civil apparatus competency standards but is based on closeness to the leadership or political closeness.

Assessing the achievements of the DKI Jakarta Provincial Merit System in 2022, KASN provides several analyses of problems in merit system-based state civil apparatus management, especially in the following aspects of career development, including:

1. Of the total 58,639 employees, in 2022, only 29,013 will undergo assessments. Therefore, KASN calls for increasing the number of employees included in competency assessments for competency profile mapping. Competency assessments are carried out based on a priority scale according to agency needs, not yet covering all state civil apparatus within the DKI Jakarta Provincial Government.
2. Job competency standards for administrator positions are incomplete;

From several things above, it is indicated that the implementation of the succession plan about the implementation of state civil apparatus management regarding the placement of employees in positions in the DKI Jakarta Provincial Government has not yet fully led to the expected merit system, especially critical positions, namely structural positions. Based on the description of the problem, to improve aspects of career development and to realize an effective merit system in the management of the state civil apparatus, it is necessary to identify employee profiles, including potential, competency, and employee qualifications, as a basis for placing employees in a position and planning development. Career to develop the competence of the state civil apparatus.

The state civil apparatus management concept will later continue to refer to the talent management concept outlined in the Minister of Apparatus Empowerment and Bureaucratic Reform Regulation Number 3 of 2020. This refers to the 9-box talent matrix mapping, which is a tool used by organizations to evaluate and map their employees.

III.2. **IMPLEMENTATION OF TALENT MANAGEMENT**

Talent Recruitment is a strategy for obtaining talent that is implemented through the stages of critical job analysis, analysis of talent needs, determination of acquisition strategies, identification, assessment, and

mapping of talents, determination of succession planning groups, as well as talent search through inter-agency transfer mechanisms and employee exchanges through special assignment mechanisms.

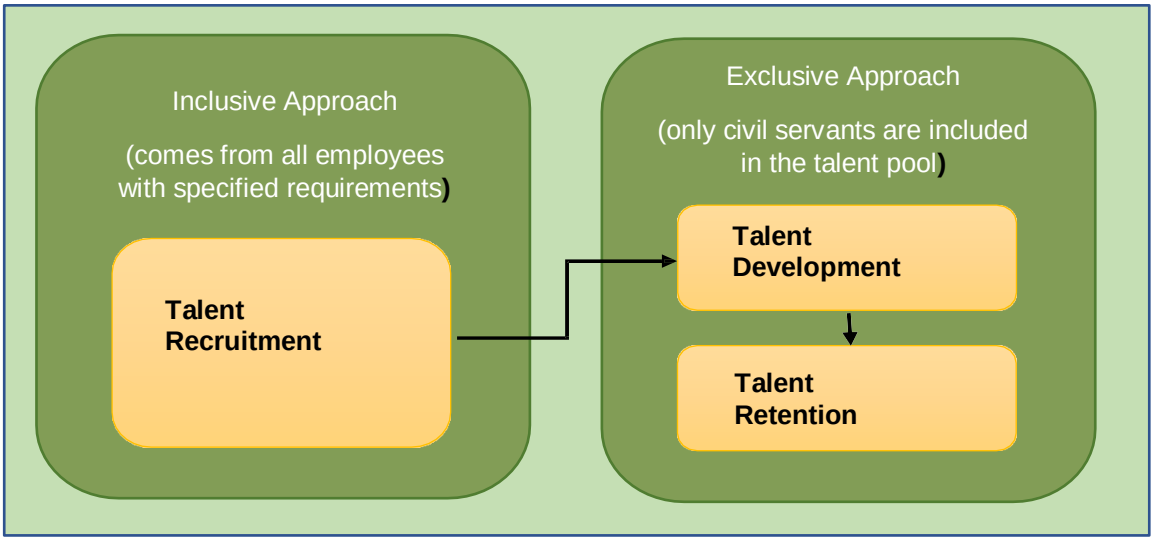
Finky Sudrajat, the DKI Jakarta Province BKD Middle Expert Personnel Analyst, explained that: "The recruitment stage in implementing talent management in the DKI Province is seen from the identification, assessment and mapping of talent which has 3 components including competency testing, performance assessment and track record, If employees within the scope of the DKI Provincial Government do not or have not been able to fulfill these requirements, the Talent Management Team will recruit talents/employees from outside by means of CPNS/PPPK selection, transfer from outside to the DKI Jakarta Provincial Government."

The DKI Jakarta Provincial Government already has support from the leadership, namely direct support from the Governor of DKI Jakarta and the leadership at the DKI Jakarta Provincial BKD and the DKI Jakarta Provincial Human Resources Development Agency (BPSDM). Support related to implementing talent management to produce high-quality employees in the environment. This support proves the organization's commitment to maximizing the implementation of talent management in the DKI Jakarta Provincial Government.

However, while implementing talent management, organizations still experience several obstacles. Based on the results of interviews and observations made by researchers, it is clear that the number of employees reaching 57,522 and the types of positions reaching 4000 are held by the DKI Provincial Government, which has an impact on delays in implementing the assessment center. Apart from that, a new policy regulates the equalization of structural positions into functional positions. Therefore, applying talent management, especially in the talent recruitment stage, must be readjusted so that it does not hinder its implementation. The limited number of assessors is also an inhibiting factor in implementing the assessment center.

On the other hand, talent development is an important activity to improve employee performance through the quality output that will be produced, which can impact the organization's quality. The DKI Jakarta Provincial Government has established the Jakarta Corporate University, which has adequate facilities for employee development. However, employees are still less motivated to develop in practice due to a mismatch in their development methods.

TALENT MANAGEMENT MODEL RECOMMENDATIONS



Talent Management in career development for Civil Servants can be defined as a series of processes carried out by government agencies, both central and regional, in recruiting, developing, and retaining talented

Civil Servants to achieve the agency's vision and mission. Talented Civil Servants can be defined as Civil Servants who have the potential and performance required by the agency, including personal character qualities, leadership abilities, emotional maturity, communication skills, and the ability to inspire other Civil Servants.

The aim of establishing a Talent Management model in career development for Civil Servants is to create a merit system in government agencies by recruiting existing Civil Servants and then developing them to retain these Civil Servants to achieve the organization's vision and mission. Meanwhile, the Talent Management approach is mixed, inclusive, and exclusive. An inclusive approach is taken during talent recruitment, namely screening Civil Servants who have talent by involving all Civil Servants in an agency.

An exclusive approach is taken to develop (talent development) and maintain (talent retention) a group of Civil Servants who have the potential to occupy key positions/leadership positions in government agencies. In this case, the key position in question is the position of High Leadership. The exclusive approach used has at least five characteristics, namely: (1) competitive, (2) carried out on Civil Servants who are still active, (3) targets achieved are concentrated on occupying High Leadership Positions, (4) training programs focus on leadership, (5) Talented civil servants are capital for investment in government agencies.

About the dimensions used, the Talent Management model in career development for Civil Servants uses a combination of policies regarding Civil Servant management that are relevant to the existing Talent Management model. The policy regarding the management of Civil Servants used is the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation No. 13 of 2014 concerning Procedures for Openly Filling High Leadership Positions in Government Agencies and Draft Government Regulations concerning Civil Servant Management. The dimensions used come from a combination of existing Talent Management models with various adjustments.

The Talent Recruitment Dimension is carried out to openly recruit the talent needed for fresh graduates and employees on a certain career path. This dimension is carried out by providing scholarships to obtain talents for public service functions that are considered very important. Scholarship recipients are bound to become public servants (government employees) approximately five to seven years after completing their studies. They will be placed throughout the public service for four years.

The Talent Development dimension is carried out to develop existing talents. In this dimension, three development schemes/programs are implemented. First, a managerial development program for undergraduates who have graduated. This program has been implemented for four years. This program provides various benefits, including varied careers; greater self-development through broad exposure to various sectors; development of management skills such as managing teams, resources, people, projects, and finances; honing strategic thinking and policy-making skills; fostering a sharp awareness of community needs and aspirations; building local and international networks; cultivating leadership skills; the opportunity to work closely with senior leaders; and experience the nuances of work at a higher level. Second, an assistance program for leaders in maintaining standards, as well as formulating and implementing policies for the security and success of the country. This program is designed for undergraduates so that they can provide a comprehensive overview of the complexities and demands of public policy administration in Dki Jakarta Province. This program aims to enable these employees to assume leadership roles in the public sector at a relatively young age (for example, in their mid-30s). Third, a development program for employees who have worked for at least 2 years with strict assessment and selection. This program aims to develop broader leadership capabilities within the government sphere. Officers are allowed to participate in training programs, attend forums on leadership and governance, and undertake challenging assignments.Then, the Talent Retention Dimension is implemented by providing a competitive salary structure, giving performance-based bonuses, performance-based promotions, and a high wage structure.

IV. CONCLUSIONS

Based on the research, it can be concluded that the implementation of talent management in the DKI Jakarta Provincial Government is still in the infrastructure development stage. However, apart from that, the DKI Jakarta Provincial Government has an internal policy regarding talent management, stated in DKI Jakarta Gubernatorial Regulation Number 8 of 2022 concerning Talent Management. Therefore, it has a concept for implementing talent development and talent retention).

REFERENCES

[1.] Arikunto S., 2011, Prosedur Penelitian: Suatu Pendekatan Praktik, Edisi Revisi VII, Jakarta, PT. Rineka Cipta.

[2.] Agustiani, F. N. (2019). Pengaruh Manajemen Talenta dan Kopetensi terhadap kinerja karyawan PT. Bank Rakyat Indonesia (Persero) TBK. *Jurnal Riset Perbankan, Manajemen, dan Akuntansi*, *3*(2), 100-131.

[3.] Alawamleh, M., Ismail, L. B., Aladwan, K., & Saleh, A. (2018). The influence of open/closed innovation on employees' performance. *International Journal of Organizational Analysis*, 26, 25–70.

[4.] Ali AS, Hermawan A, Asnawi YH. (2019). Konsep dan tantangan dalam implementasi talent management di organisasi multinasional: studi kasus PT Unilever Indonesia Tbk. *Jurnal Manajemen Teori dan Terapan*. 12(1): 1-17

[5.] ngliawati, R. Y., & Fatimah, F. (2020). Peran talent management dalam pembangunan SDM yang unggul. *Jurnal Sains Manajemen*, *2*(2), 28-40.

[6.] Anugrah, C. M. R. (2019). Kajian Penerapan Manajemen Talenta dalam Rangka Mengoptimalkan Kinerja Sumber Daya Manusia pada Bank Bri Kantor Cabang Sukabumi Kantor Wilayah Bandung. *Digital Economic, Management and Accounting Knowledge Development (DEMAnD)*, *1*(1), 1-18.

[7.] Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEBM)*, *5*.

[8.] Astuti & Minarsih (2018). Pengembangan Manajemen Talenta Terhadap Kualitas Pelayanan Dengan Kinerja Karyawan Sebagai Variabel Intervening Di BRT Trans Semarang "PT. Matra Semar Semarang. *Journal of Management*, 4(4).

[9.] Best, 1959, Research in Education AB, United States of America.

[10.] Bogdan dan Biklen, 1982, Qualitative Research for Education: An Introduction to Theory and Methods, Allyn and Bacon, Inc.: Boston London.

[11.] Creswell, John W., 2009, Research Design Pendekatan Penelitian Kualitatif, Kuantitatif, dan Mixed, Yogyakarta, Pustaka Pelajar.

[12.] 2010, Research Design Pendekatan Penelitian Kualitatif, Kuantitatif, dan Mixed, Yogyakarta, Pustaka Pelajar.

[13.] Djam'an Satori dan Aan Komariah, 2011, Metode Penelitian Kualitatif, Bandung, Alfabeta.

[14.] Dewi, I. A. R. S. (2020). Manajemen Talenta dalam Mewujudkan Pemimpin Berkinerja Tinggi (Studi pada Instansi Pemerintah Provinsi Bali). *Jurnal Good Governance*.

[15.] Dwiputrianti, S., Sutiyono, W., Suryanto, A., Rachmawati, T., & Purba, C. O. (2023). Understanding Indicators of Talent Acquisition and Retention of Different Generations in Building Talent Management: A Case Study of DKI Jakarta Provincial Government. *Policy & Governance Review*, *7*(1), 86-107.

[16.] Esterberg, K., G., 2002, Qualitative Methods Ins Social Research, Mc Graw, Hill, New York

[17.] Fortuna, H. J., & Yurnalis, Y. (2020). Pengaruh Praktik Manajemen Sumber Daya Manusia Terhadap Kinerja Kontekstual: Perasaan Positif Sebagai Pemediasi Pada Pegawai Rsud Kab. Aceh Besar. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, *5*(3), 488-501.

[18.] Hongal, P., & Kinange, U. (2020). A study on talent management and its impact on organization performance-an empirical review. *International Journal of Engineering and Management Research*, *10*.

[19.] Junifa, T. (2022, November). Prospek dan Potensi Pengembangan CAB ROXY BANG RENO untuk melakukan Bisnis melewati Batas Wilayah Kab/Kota Sukabumi. In *SENMABIS: Conference Series*.

[20.] King, K. A., & Vaiman, V. (2019). Enabling effective talent management through a macro-contingent approach: A framework for research and practice. *BRQ Business Research Quarterly*, *22*(3), 194-206.

[21.] Kravariti, F., & Johnston, K. (2020). Talent management: a critical literature review and research agenda for public sector human resource management. *Public Management Review*, *22*(1), 75-95.

[22.] Malika, D., & Irfan, A. (2022). Pengaruh Manajemen Talenta terhadap Kinerja Karyawan pada PT. X. *Jurnal Riset Manajemen Dan Bisnis*, 45–48.

[23.] Nugrahani, A., & Wulansari, P. (2018). Pengaruh Penerapan Talent Management Terhadap Pengembangan Karier Pegawai "Studi Kasus Pada Seluruh Pegawai Dibawah Anggota 1 Bidang Administrasi Dan Umum Badan Pengusahaan Batam. *e- Proceedings of Management*, *5*(1).

[24.] Nurdin, E. (2018). Pengaruh Pengembangan Kapasitas Sumber Daya Manusia Aparatur Pemerintah Daerah terhadap Kinerja Pegawai (Studi pada Badan Pengelola Keuangan dan Aset Daerah Kota Kendari. *Jurnal Akuntansi dan Keuangan*, 3(1), 1-13.

[25.] Octavia, H. V., & Susilo, H. (2018). Pengaruh manajemen talenta terhadap kinerja karyawan. *Jurnal Administrasi Bisnis, 60 (2), 186, 191*.

[26.] Parashakti, R. D., & Setiawan, D. I. (2019). Gaya kepemimpinan dan motivasiterhadap kinerja karyawan pada bank BJB cabang Tangerang. *Jurnal Samudra Ekonomi Dan Bisnis*, *10*(1).

[27.] Rifai, A., Maarif, M. S., & Sukmawati, A. (2021). Persepsi Pegawai Terhadap Implementasi Manajemen Talenta Di Organisasi Pemerintahan. *Jurnal Aplikasi Bisnis Dan Manajemen (Jabm)*, *7*(2), 366-366.

[28.] Rifai, A., Maarif, M. S., & Sukmawati, A. (2021). Persepsi Pegawai Terhadap Implementasi Manajemen Talenta Di Organisasi Pemerintahan. *Jurnal Aplikasi Bisnis Dan Manajemen (Jabm)*, *7*(2), 366-366.

[29.] Salau, O., Osibanjo, A., Adeniji, A., Oludayo, O., Falola, H., Igbinoba, E., & Ogueyungbo, O. (2018). Data regarding talent management practices and innovation performance of academic staff in a technology-driven private university. *Data in Brief*, *19*, 1040-1045.

[30.] Savitri, C., & Suherman, E. (2018). Pengaruh manajemen talenta terhadap kinerja pegawai UBP Karawang. *Buana Ilmu*, *2*(2).

[31.] Sedarmayanti, S., & Rahadian, N. (2018). Hubungan Budaya Kerja dan Lingkungan Kerja Terhadap Peningkatan Kinerja Pegawai Pada Lembaga Pendidikan Tinggi. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, *15*(1), 63-77.

[32.] Sinulingga, Sukaria. (2014). Metode Penelitian. Medan: USU Press. Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

[33.] Supendi, P., Zainudin, A., & Saepulloh, A. F. (2019). Optimalisasi Pemberdayaan dan Pengoranisasian Sumber Daya Manusia untuk Meningkatkan Mutu Lembaga Pendidikan Islam. *Tadbir: Jurnal Manajemen Dakwah*, *4*(4), 455-466.

[34.] Suryokusumo, S. (2019). Konsep Manajemen Talenta Di Organisasi: Studi Kasus Penerapan Manajemen Talenta Di Kementerian Keuangan Dan Pemerintah Provinsi Jawa Tengah. *Civil Service Journal*, *13*(2 Nov), 63-72.

[35.] Suyitno. (2018). *Metode Penelitian Kualitatif: Konsep, Prinsip dan Operasionalnya*. Tulungagung: Akademia Pustaka.

[36.] Tamala, S. S. N., & Fadili, D. A. (2021, February). Pengaruh manajemen talenta dan manajemen pengetahuan terhadap kinerja karyawan. In *Forum Ekonomi* (Vol. 23, No. 1, pp. 39-45).

[37.] Wolor, C. W., Khairunnisa, H., & Purwana, D. (2020). Implementation talent management to improve organization's performance in Indonesia to fight industrial revolution 4.0. *International Journal of Scientific and Technology Research.*

[38.] Yanti, D. A. W., & Mursidi, M. (2022). Manajemen Talenta dan Manajemen Resiko Pengaruhnya Terhadap Kinerja Karyawan Organisasi Petikemas di Surabaya. *Journal of Business and Economics Research (JBE)*, *3*(2), 282-288.