
ASN Talent Management: Strategy for Creating Future Leaders

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ABSTRACT

Quality leaders are a valuable asset for the sustainability and success of a government or institution. This research will focus on the identification, development and retention of talented individuals in organizations through a holistic talent management approach. This research aims to investigate effective talent management strategies in creating future leaders in the State Civil Service or ASN environment. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of the ASN talent management strategy with a focus on talent identification and development, internal promotion through the cadre formation process, preparation of dynamic career plans, formation of a supportive organizational culture, involvement of talented individuals, as well as continuous evaluation and adjustment, has had an impact positive in creating quality future leaders who are aligned with the organization's long-term goals. This holistic approach provides a strong foundation for the growth of individual talent, strengthens engagement with the organization, and creates an environment that is responsive to change, producing leaders who are not only professionally competent but also committed to the organization's values and vision.

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INTRODUCTION

In an increasingly dynamic and complex global era, the challenges faced by various sectors, including bureaucracy, are increasingly diverse and massive. Indonesia has not escaped the impact of this global change, especially in the context of public policy and governance (Nursalim, 2021). These challenges involve aspects such as technological changes, increasingly complex societal demands, as well as pressure to achieve international standards in service and bureaucratic efficiency (Yuniarto, 2016).

One of the key elements in facing this challenge is the existence of talented State Civil Apparatus (ASN). ASN as the backbone of the bureaucracy must be able to adapt to change, have relevant skills, and be able to provide innovative solutions in dealing with various problems that arise (Ferawati et al, 2020). In developing talented ASN, it is necessary to invest in developing human resources, increasing capacity, and building an organizational culture that supports innovation and creativity (Podungge & Aneta, 2020).

The Indonesian government needs to take strategic steps to ensure that ASN has competencies that meet the demands of the times (Lase & Ndraha, 2023). This involves designing policies that support sustainable career development, training relevant to technological developments, as well as empowering ASN to face global challenges. In this way, Indonesia can build a bureaucracy that is adaptive, responsive, and able to provide the best service to the community, in line with ongoing global developments (Panjaitan & Sianipar, 2017).

Law no. 5 of 2014 concerning the State Civil Apparatus (ASN) marks the Indonesian government's commitment to Bureaucratic Reform by requiring all ministries, institutions and regions to implement a merit system in the management of the State Civil Apparatus (Chairiah et al, 2020). This merit system is defined as an approach that provides objective assessments based on qualifications, competencies and performance, without distinguishing between political

background, race, skin color, religion, origin, gender, marital status, age or disability. Openness and fairness in the ASN management process are at the core of this system, creating a work environment that is inclusive and oriented towards achieving the best results (Zein, 2023).

However, the ASN Law also provides flexibility in implementing the merit system, especially regarding the selection process for High Leadership Positions. Article 111 Chapter IX states that if a government agency has successfully implemented a merit system, the agency can adopt a cadre formation process to fill high leadership positions (Sefullah et al, 2020). This reflects confidence in the internal development of the organization as a potential source of quality leaders, in line with the spirit of increasing the capacity and loyalty of ASN to the agency in which they serve. Thus, the implementation of the merit system is not only the basis of ASN management policy in general, but also provides intelligent flexibility for leadership development within the internal scope of a government institution (Maulana, 2021).

HR is a very important element in creating a competitive advantage for an organization, such as market control, superior products, good processes, and capable technology (Nikmah & Siswahyudianto, 2022). Recruiting talented human resources is not enough to solve all personnel problems. There are other strategies that must be carried out by organizations so that talented human resources remain (Sopandi, 2017). The strategy that must be carried out in managing talent is how to develop (development) and how to retain (retention) talented people so that they are always at their best performance. With talent management, it is hoped that it can produce future leaders who are ready to make the organization achieve optimal performance (Angliawati & Fatimah, 2020). Top of Form

A successful policy in implementing talent management for the State Civil Apparatus (ASN) requires high commitment from the leaders of government agencies (Dewi, 2020). Leaders who understand the importance of talent management not only as a routine task, but as a strategic investment in organizational sustainability, will tend to play a crucial role in supporting the implementation of the program. Consistent and continuous support from leadership is needed to ensure the successful implementation of talent management, including providing resources, development opportunities, and recognition of extraordinary achievements (Ramadhani et al, 2023). Clear leadership commitment can also create a work environment that motivates ASN to reach their best potential, stimulate innovation, and improve the quality of public services (Utami, 2022).

Apart from leadership commitment, careful and structured planning is a key element in implementing talent management. This planning includes identifying potential talent, assessing organizational needs, and developing career development strategies that can support long-term goals (Bashori, 2012). The plan must include training, mentoring and coaching programs that can improve ASN skills and leadership. With careful planning, organizations can minimize the risk of failure and maximize the positive potential that can result from talent management. As a result, these steps not only create higher quality ASN but also support the achievement of the organization's vision and mission holistically (Ahmad, 2020).

This research aims to identify and analyze effective talent management strategies in creating future leaders in the organizational environment. Thus, this research seeks to provide practical guidance to organizational leaders to develop optimal talent management policies and practices. The benefits of this research involve contributing new knowledge in the human resource management domain, which can help organizations improve their capacity and sustainability by focusing on developing quality leaders. With a deeper understanding of successful strategies, it is hoped that organizations can utilize ASN's potential to the maximum, create a work environment that supports individual growth, and produce future leaders who can face complex challenges in the global era.

METHOD

This research uses a qualitative approach to gain deeper insight into human perceptions of the reality they face. The flexibility of the qualitative approach allows this research to maintain the full context of the data during the analysis process, in accordance with Yulianah's explanation (2022). In line with this approach, descriptive analysis techniques, as described by Sugiyono (2011), are applied to produce meaningful conclusions from the collected data. Data collection uses observation, documentation and technical interviews, while data reduction and triangulation techniques are used to manage, compile and verify the collected data. This approach provides a solid framework for understanding the context and gaining in-depth insight into individual views and experiences related to the research subject.

RESULTS AND DISCUSSION

The goal of any effective talent management strategy is to attract, develop, and retain high-achieving individuals to work in government or institutions. The importance of finding and hiring individuals regularly can exceed expectations (Sule & Wahyuningtyas, 2016). In essence, talent management is an HR growth model that focuses on individual strengths and potential. One relevant career definition is "a specific career or competency". Careers, in an organizational context, are described as qualities possessed by selected personnel that are highly valued and needed by the business. Another view is that talents are people who have the best attributes that are built and maintained by organizations for a long-term process, and these talents will become the next generation of organizations and future leaders.

Making talent management a strategy for creating future leaders involves several key steps:

Talent Identification and Development

Identification and development of talent is a crucial initial stage in making talent management a strategy for creating future leaders. Organizations need to conduct in-depth employee assessments to identify individuals who have outstanding skills, competencies and leadership potential. This can be done through a holistic performance evaluation process, including assessment of goal achievement, adaptability and team collaboration. Additionally, organizations can use psychometric assessment tools or competency-based assessments to measure core aspects of leadership and potential for further development.

After talent identification, the next step is to provide appropriate training and development. This involves designing training programs that focus on enhancing the skills and knowledge required for leadership roles. In addition to formal training, mentorship and coaching can also be applied to provide direct guidance from experienced leaders to talented individuals. By strengthening the foundation of skills and knowledge, these talented individuals can be directed towards career paths that align with organizational goals, ensuring that they have a solid foundation to become successful future leaders.

Promotion from Within (Internal Promotion)

Internal promotion is a strategic step in making talent management the foundation for creating future leaders. By giving priority to internal promotions, organizations provide clear opportunities for individuals who have been identified as potential talents to develop and advance their careers. This approach not only recognizes their dedication and contribution within the organizational context, but also creates strong bonds between individuals and governments or institutions. By selecting internal leaders, organizations can leverage individuals' deep knowledge of existing culture and business processes, which can have a positive impact on organizational sustainability and stability.

The cadre formation process is a key component in implementing internal promotions. Through this approach, talented individuals are placed in a progressive series of work experiences

and responsibilities to prepare them to become future leaders. An effective cadre program ensures that the individual not only has the necessary technical skills, but also has a deep understanding of the organization's vision, mission and values. Thus, internal promotion through cadre formation creates a clear career path, motivates employees to perform optimally, and produces leaders who have integrity and commitment to the long-term success of the organization.

Preparing a Career Plan

Preparing a career plan is a very important aspect in ensuring the success of talent management as a strategy to create future leaders. Organizations need to be actively involved in helping talented individuals to develop clear and directed career plans. This can start by having an open dialogue between leaders and talent individuals to understand their career aspirations, goals and desires. By understanding individual talent desires, organizations can help determine career paths that are in line with the organization's vision and mission, so that both can support each other.

Of course, creating a career plan doesn't just stop at determining a career path. The next step is to provide the necessary resources and support so that talented individuals can achieve their career goals. This can involve developing personal development programs, leadership skills training, as well as providing mentorship or guidance that can guide individuals in moving towards a predetermined career path. By providing this support, organizations effectively send the message that they are committed to supporting the growth and career advancement of talent individuals.

The career plan created together must also be dynamic and adaptable. In an ever-changing context, both organizations and individual talent need to be able to adapt career plans according to emerging developments and opportunities. Therefore, there is a need to carry out regular evaluation of career plans, ensuring that they remain relevant, realistic and add value to both parties. With this approach, preparing a career plan is not only a formal step, but also a dynamic instrument that helps guide talented individuals towards becoming successful future leaders and having a positive impact on the organization.

Supportive Organizational Culture

The formation of a supportive organizational culture is a key element in making talent management a strategy for creating future leaders. A positive and inclusive organizational culture creates an environment where talented individuals feel recognized, valued, and supported. This includes instilling values such as innovation, collaboration and sustainability, which form the foundation for their personal and career growth. Organizational leaders must play an active role in shaping this culture by promoting collaboration, supporting creative initiatives, and recognizing individual contributions.

Facilitating open communication is also an important element in creating a supportive organizational culture. With effective communication channels, talented individuals can convey their ideas, aspirations and needs clearly to leadership. Conversely, leaders can provide constructive feedback and ensure that the individual's career direction is in line with the organization's vision and mission. Open communication creates a climate where the exchange of ideas and understanding occurs naturally, strengthening employee engagement in achieving shared goals.

In addition, organizational leaders need to ensure that talent management policies and practices are in line with the culture being built. This involves integrating talent management values, such as individual development and cadre formation, into overall organizational systems and processes. Thus, a supportive organizational culture is the main driver for successful talent management in creating future leaders who are not only qualified but also aligned with the values and identity of the organization.

Engagement and Retention

Engagement and retention are crucial steps in making talent management an effective strategy for creating future leaders. Involving talented individuals in strategic projects and challenging challenges provides them with opportunities to develop skills and knowledge in a practical way. This involvement creates a strong emotional bond with the organization, as individuals feel that their contributions are recognized and have a direct impact on the success of the government or institution. Additionally, through ongoing engagement, talent individuals can gain a deeper understanding of organizational dynamics and the broader business context.

To ensure the retention of talented individuals, organizations need to understand their needs and aspirations. This involves active listening, making room for feedback, and responding by providing appropriate incentives. A clear career development program and internal promotion opportunities can also be a determining factor in retaining talented individuals. Employees who see clear and planned opportunities for career growth tend to be more committed and continue to contribute positively.

In addition, the government or institution must ensure that the work environment creates a sense of fairness and inclusiveness. Inequality or unfair treatment can be a risk factor for losing valuable talent. By creating a fair and inclusive organizational culture, organizations can build trust and loyalty from individual talent, which in turn, supports the success of talent management strategies. Therefore, engagement and retention become vital elements that not only keep talent within the organization but also ensure that they continue to develop and contribute to the organization's long journey.

Continuous Evaluation and Adjustment

Continuous evaluation and adjustment are crucial foundations in making talent management a strategy for creating successful future leaders. Regular evaluations are necessary to assess the effectiveness of talent management programs and determine whether the strategies implemented are appropriate to the changing needs of the organization and individual talent. In the evaluation process, performance data, feedback, and assessment results can be integrated to provide a holistic view of individual contributions to organizational goals. Transparent evaluation also provides the opportunity to make improvements and adjustments over time.

Adjustments in the context of talent management involve changing strategies, policies or programs based on evaluation results and developments in organizational needs. Flexibility to adapt to changing business environments and industry trends is critical for talent management to remain relevant and effective. These changes may include improvements in talent identification processes, enhanced development programs, or adjustments to established career paths. In addition, the adjustments made must be in line with the organization's values and goals, thereby creating consistency in the implementation of talent management.

The evaluation and adjustment process must be carried out continuously to achieve optimal results. Changes in organizational needs or changes in market dynamics can impact talent management strategies. Thus, the cycle of continuous evaluation and adjustment creates an environment that is adaptive and responsive to change, which supports creating future leaders who can face emerging challenges with competence and reliable leadership.

CONCLUSION

In making talent management a strategy for creating future leaders, several principles and strategic steps are the key to success. Talent identification and development ASNs play a central role in recognizing potential individuals and ensuring they receive appropriate training. Internal promotion through the cadre process strengthens the bond between individual talent and the organization, creating a clear career path for ASNs. The preparation of dynamic and flexible career

plans ensures compliance with the changing needs and aspirations of individuals and organizations. Furthermore, establishing a supportive organizational culture, involving individual talent in strategic projects, and ensuring retention through providing the right support and opportunities are key elements. Continuous evaluation and adjustment ensures the continuity and relevance of talent management strategies, enabling adaptation to changes in the ASN work environment. Overall, this holistic approach creates a work environment that supports the growth of individual talent, shaping future leaders who are not only professionally competent, but also aligned with the organization's long-term values and goals. Thus, talent management becomes a critical pillar in achieving organizational success and sustainability in an era of constant change.

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