

IMPLEMENTATION OF TALENT MANAGEMENT IN HUMAN RESOURCES MANAGEMENT TO IMPROVE ORGANIZATIONAL PERFORMANCE

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ABSTRACT

Empowerment of human resources has seen many fundamental changes when compared with the previous era, namely by applying the concept of talent management in government agencies/institutions. Talent management is an activity in empowering human resources through the process of identifying, recruiting, developing, retaining, talented people. This study aims to find out how the implementation of talent management in the Denpasar District Court will have an impact on organizational performance. This research is qualitative. The collection method uses interview, observation, and documentation techniques with several predetermined informants. The results of this study that the implementation of talent management in empowering human resources which can later improve the performance of the Denpasar District Court strengthens Pella's theory (2011: 84) regarding the talent management framework which includes, recruitment and selection process, orientation process, performance management process, process recognition and retention, Education and training process, and the process of cadre development (succession planning). And based on Agus Dwiyanto's theory (2008:50) about organizational performance indicators including, Productivity, Service Quality, Responsiveness, Responsibility, and Accountability.

Keywords: Talent Management Implementation; Organizational Performance.

INTRODUCTION

Human resources can be said to be the most important asset of an organization/company because they have a role as the subject of implementing policies and operational activities of an organization/company. Resources owned by the company such as capital, methods, and machines, all of which will not be able to provide maximum results if they are not supported by human resources who have maximum performance as well. Currently, human resources play an important role in an organization or in a company. Human resources certainly have each potential, the potential of quality human resources in an organization/company will certainly provide optimal results for the organization/company in increasing the effectiveness and efficiency of a company in order to spur competitiveness. Every organization needs qualified human resources in order to achieve the goals that have been planned by the company. That way, an organization needs a way to empower human resources in order to achieve organizational goals, namely with the science of human resource management.

Human resource management (HRM) is the ways in which an organization empowers human resources within an organization/company, creates work, forms a work group, develops competent human resources, identifies an approach to improve employee performance, and provide rewards for the efforts and work of employees (Bohlarandr and Snell, 2010:4). Human resource management (HRM) is said to be a policy and exercise carried out in meeting employee needs, and can fulfill the aspects contained in human resources, such as management positions, selection, employee procurement or recruitment, employee performance appraisals, and also compensation (Gary Desslerr, 2010:4).

Along with the times, in the corporate world the level of competition is getting sharper, this has resulted in human resources being required to continuously be able to develop themselves proactively. Human resources are required to become human learners, in this case it can be interpreted as individuals who want to learn, work hard with a burning passion, so that the potential that exists in humans can develop to the fullest. Every organization needs human resources who are physically and mentally healthy, have good mentality, discipline, enthusiasm, competence/ability and expertise in accordance with the obstacles and needs of the world of work (Nitta, 2013:11). The role of HR management is expected to be able to increase competitiveness through the human resources owned in each organization.

The labor market is entering a new chapter marked by the scarcity of human resources with special talents. Organizations in empowering human resources need a way to manage human resources with special talents, where the way to manage human resources with special talents can be done through talent management. Talent management is how organizations manage talent effectively, plan, develop succession in an organization/company, maximize the realization of employee self-development, and use talent optimally (Rampersad, 2006). Meanwhile, Capelli (2009) in Andry (2011) says that talent management is related to how to find the right people who have the right abilities/skills so that they can be placed in the right position. Talent management includes the process of identifying, developing and maintaining superior human resources who are talented human resources or often referred to as stars and potential future stars in a systematic way (Sudjatmiko, 2011). Employees with superior talents have more value when compared to other employees, including employees who work in government agencies/institutions or in this case are Civil Servants (PNS). A fast and different way of thinking, with skills / work abilities that exceed the usual, will cause employees who have superior talents to make important contributions in the process of achieving the goals of an organization.

Performance is a work that can be obtained by a person or group of people in an organization, of course in accordance with the authority and responsibility that each has in achieving the goals of an organization legally, and does not violate the law and is based on norms or norms. ethics (Prawirosentono, 2012). According to Sedarmayanti (2011), performance is a result of the work of a worker, the entire process of an organization/management in which the results of the work can be shown concretely, can be measured, and can be compared with the results of previous work or predetermined standards. An organization that has human resources with superior talents/talents is also expected to improve organizational performance. Based on the results of research from Suryanto (2019) entitled Concept of Talent Management in the Public Sector: A Case Study of Talent Management Implementation in the Ministry of Finance and Central Java Provincial Government, the development of employees, especially those with talent, has a very urgent position, because it will contribute to achieving organizational performance. Therefore, several government agencies that have implemented talent management show the importance of empowering their employees. Talent management at the Ministry of Finance is carried out through the process; 1) Talent needs analysis, 2) Identification of potential talents, 3) Talent determination, 4) Talent development, 5) Talent retention, and 6) Talent evaluation. Meanwhile, the process of implementing talent scouting in Central Java Province includes: 1) announcements (via the website www.jatengprov.go.id), 2) determination of qualified candidates, 3) registration (online), if civil servants have fulfilled the requirements, they are allowed to register/not register, 4) conduct administrative selection, 5) conduct problem analysis selection (making a paper according to the interests/competencies mastered), and 6) conduct competency and integrity selection.

The results of research from Khoiruddin Bashori (2012) entitled Talent Management to Optimize PNS Productivity, Talent management can be carried out starting from workforce planning, talent gap analysis, recruiting, staffing, education and development, retention,

talent reviews, succession planning, and evaluation. The application of talent management is recommended to be used in government operations, not only to retain superior talented employees, but also to increase institutional productivity.

Likewise, Civil Servants (PNS) with superior talents are expected to improve the performance of government agencies/institutions, one of which is the Denpasar District Court. The Denpasar District Court is located on Jalan P.B. Sudirman No.1 Dauh Puri, West Denpasar District, Denpasar City, Bali. The number of employees at the Denpasar District Court is 112 people, including 15 judges, 9 ad hoc judges, 1 secretary, 1 clerk, 5 junior clerks, 40 substitute clerks, 3 heads of sub-sections, 1 computer administrator, 5 bailiffs, 16 Substitute Bailiffs, and 16 staff. At the Denpasar District Court, no strategic plan has been carried out to minimize disturbances caused by the vacancy of important/critical positions, thus causing the existence of concurrent employee positions. In addition, internally at the Denpasar District Court, there is no orientation period for employees who have just joined the Denpasar District Court. Based on this phenomenon, researchers are interested in raising the title of the research, Implementation of Talent Management in Human Resource Management to Improve Organizational Performance, Especially in the Denpasar District Court.

LITERATURE REVIEW

Talent Management

Talent management is how organizations manage talent effectively, plan, develop succession in an organization/company, maximize the realization of employee self development, and use talent optimally (Rampersad, 2006). Meanwhile, Capelli (2009) in Andry (2011) says that talent management is related to how to find the right people who have the right abilities/skills so that they can be placed in the right position. Talent management includes the process of systematically identifying, developing and maintaining superior human resources who are talented human resources or often referred to as stars and potential future stars (Sudjatmiko, 2011). According to Pella (2011: 84) there is a management framework, including:

1. Recruitment and selection process What is meant is how the organization identifies technical skills, character, commitment, competency behavior, and other elements of talent that will later be needed for important positions in the organization, which then moves to look for human resources with these talents.
2. Orientation process Related to how the organization designs programs to welcome new talents in the organization through formal orientation and information on-boarding programs to support employees to be productive immediately in the first year of work.
3. Performance management process Related to how the organization manages performance consistently at all levels of the organization to maximize employee contribution and productivity in the short, medium and long term.
4. Recognition and retention process The recognition and retention process referred to in this case is how an organization recognizes and utilizes incentives or rewards to appreciate talents, and later maintains motivation according to employee individual preferences.
5. Education and training process How an organization can develop employees by providing opportunities to improve employee abilities/skills to meet current and future business priorities.
6. The process of cadre development (succession planning) How an organization develops a strategic plan to minimize disruptions resulting from the vacancy of important, critical positions, and has a high impact on the ups and downs of organizational performance.

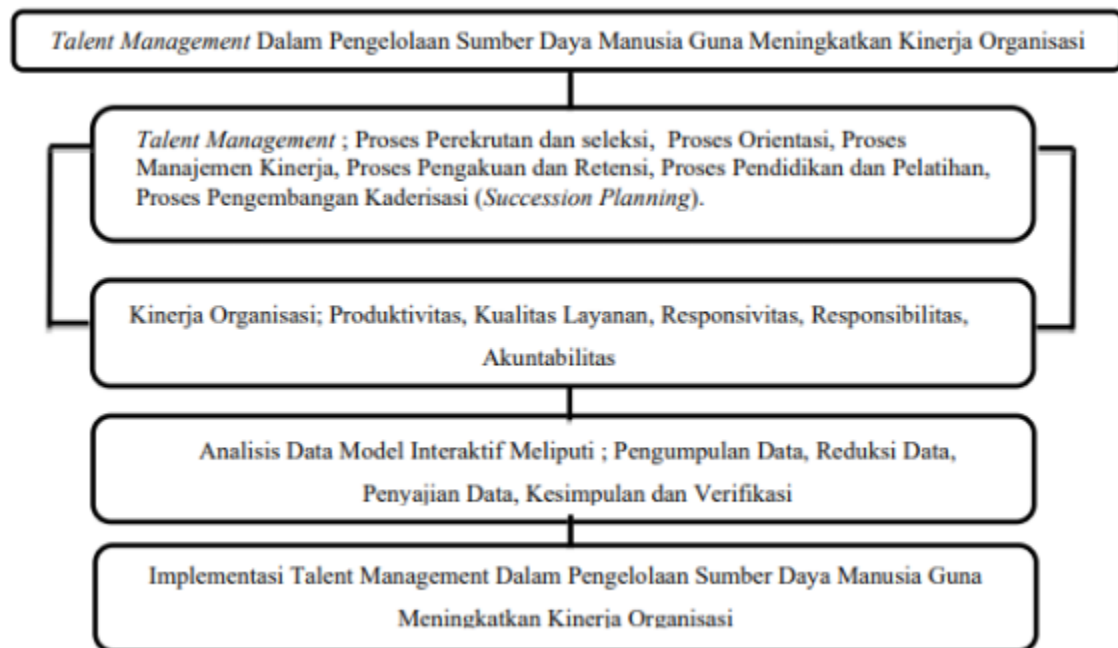
Organizational Performance

Performance is a work that can later be achieved by a person or group of people within an organization, which is of course in accordance with the authority and responsibility of each in achieving the goals of an organization legally, and not violating the law and in accordance with the law. with norms or ethics (Prawirosentono, 2012). According to Sedarmayanti (2011), performance is a result of the work of a worker, the entire process of an organization/management in which the results of the work can be shown concretely, can be measured, and can be compared with the results of previous work or predetermined standards. Organizational performance describes how far an organization implements its ultimate goal (Amitai Etzioni in Keban, 2008:227).

According to Agus Dwiyanto (2008: 50) there are 5 indicators to measure organizational performance, among others :

1. **Productivity** The concept of productivity is not only related to measuring the level of efficiency, but also effectiveness. Productivity can generally be understood as the ratio between inputs and outputs. For this reason, it is necessary to develop a productivity measure so that it can be wider, namely by adding how much public services are able to provide results as expected as one of the important performance indicators, this is done by the General Accounting Office (GAO).
2. **Service Quality** Service quality data can be obtained through service users or the public in assessing service quality. Discussions about service quality have recently become increasingly important in describing the performance of a public service organization.
3. **Responsiveness** Responsiveness is the organization's ability to recognize the needs of the community in order to set service priorities, and develop public service programs in accordance with the needs and aspirations of the community. Responsiveness will be able to provide an overview of the organization's ability to carry out the mission and goals of the organization in order to meet the needs of the community.
4. **Responsibility** How an organization in its implementation is in accordance with correct administrative principles, and also of course in accordance with the policies of the organization. this can be assessed by conducting an analysis of documents and reports of organizational activities by comparing the implementation of organizational activities and programs with organizational procedures and existing provisions in an organization.
5. **Accountability** In terms of accountability, it can be seen from how much the policies and activities of a public organization are subject to public officials elected by the people. In this case, having the assumption that these political officials were elected because they were elected by the people, of course, will always prioritize the interests of the people. From these assumptions what is meant in this case, namely, public accountability can be used to find out whether the policies and activities of the organization are consistent with the will of the people

Desain Penelitian



Gambar 1. Desain Penelitian

RESEARCH METHODS

The method used in this study is a qualitative method, the choice of method is because the researcher wants to describe the implementation of talent management which will have an impact on organizational performance. With this method, it is hoped that a complete and comprehensive picture of the implementation of talent management in human resource management can be obtained in order to improve the performance of the Denpasar District Court. Data collection in this study was conducted through interviews, and documentation. In accordance with the method used in data analysis in this study using data collection, data reduction, data display, and conclusion drawing/verification.

RESULTS AND DISCUSSION

Based on several research findings that have been described previously, it is generally understood that the implementation of talent management at the Denpasar District Court has been going well, but there are some that have not been implemented and the impact of implementing talent management has a good impact on organizational performance. There are several research findings related to the implementation of talent management at the Denpasar District Court in order to improve organizational performance, it can be seen from several talent management frameworks and organizational performance indicators in the following discussion.

Recruitment and Selection Process

The process of recruitment and selection at the Denpasar District Court is carried out by a system. There is a unified system consisting of a job analysis, workload analysis, and a job map, where this system will perform calculations to project employee needs, abilities or competencies required at the Denpasar District Court for the following year. This job analysis, workload analysis, and job map will be carried out every year to fulfill the needs in terms of human resources which will be needed at the Denpasar District Court. After the

Denpasar District Court has conducted a job analysis, workload analysis, and also a job map, the results of all of that will later be submitted to the High Court and later from the High Court it will be submitted to the Supreme Court regarding the needs of employees, abilities or competencies needed in the district. Denpasar District Court.

Orientation Process

The orientation process at the Denpasar District Court, initially viewed in terms of employee acceptance received by the Denpasar District Court, In this case the Denpasar District Court got a new employee (CPNS) who would be placed in accordance with the position assigned or would be in his lap in accordance with the Decree , will be held coaching and assessment by his direct supervisor. Then there will be a pre-service program from the center (Supreme Court) which will be followed by employees, the pre-service program carried out by the center (Supreme Court) will have a time for calling. Where the time for the call is approximately 3-6 months after the first month the employee works, only then the employee will undergo pre-service education and training. However, for the Denpasar District Court, there is no orientation period, so employees from the first time they enter, just work, and are required to work immediately while understanding what is being done in their department.

Performance Management Process

The performance management process at the Denpasar District Court has been carried out, namely by conducting a performance assessment. The performance appraisal refers to the employee performance targets made at the beginning of the year and the employee performance achievements made by the employees every month. Later at the end of the year, all of this will be recapitulated for the latest achievements that are reported on the personnel application which will later be used to monitor and evaluate the performance of each employee in all sections of the Denpasar District Court. At the Denpasar District Court, there is such a thing as a Position Advisory Board.

Recognition and Retention Process

The recognition and retention process at the Denpasar District Court is carried out by giving rewards to employees who have the ability to make changes in the organization. Then, give the employee the opportunity to act as an agent of change. Every month an assessment will be held to give awards to employees. At the Denpasar District Court there is a reward and punishment assessment team for employees, where the rewards and punishment assessment team will conduct an assessment of the employees, where the assessment will be seen from the results of the employee's performance achievement.

Education and Training Process

The education and training process at the Denpasar District Court is carried out by holding a kind of socialization related to the developments that have occurred or a kind of socialization to increase competence. For example, for SIPP there is socialization for substitute clerks, then also for bailiffs, and for judges there is also socialization, and this is done every month. Then usually there will be a letter or some kind of link from the Supreme Court regarding the types of training that can be followed by employees within the Supreme Court, especially at the Denpasar District Court, which will then be shared with employees and welcome to register independently. So, in addition to conducting socialization to improve employee competence, what the Denpasar District Court does is by involving employees to take part in trainings from the Supreme Court according to their fields.

Cadreization Development Process (Succession Planning)

The absence of a strategic plan lacks the formation of incumbents. If there are limited human resources (HR), the Planning carried out by the Denpasar District Court only resubmits through a workload analysis, job analysis, and job map. Although for example being able to make a program to maximize human resources (HR) in the Denpasar District Court, being forced to hold multiple positions, 1 person can hold more than 2 tasks to minimize the impact of inequality that occurs and sometimes contradicts the position he is currently holding.

Productivity

Productivity at the Denpasar District Court can be seen from the performance reports of government agencies (LKjIP), the case settlement process and services to the community. In addition, there is also the problem of absorption of budget realization, where it is hoped that within one year the Denpasar District Court can spend a maximum of 98-99% of the budget. If it is below that, the Denpasar District Court is considered unable to properly absorb budget realization. According to these findings.

Service Quality

The Denpasar District Court has a method that can be used as a guide to determine the quality of services, namely by conducting a satisfaction survey of the community who use court services. The survey was carried out through filling out a community satisfaction questionnaire in accordance with the facilities and infrastructure that had been prepared at the PTSP (one-stop integrated service) section after the community/visitors received services at the Denpasar District Court or after the officers provided services to the community/visitors would always remind the visitors to provide value to the officer through the application. Later, the Denpasar District Court will conduct an evaluation every month regarding the survey carried out.

Responsiveness

Responsiveness at the Denpasar District Court is carried out by accommodating the needs/aspirations of the community. To accommodate the needs/aspirations of the community, at the Denpasar District Court there is already a SIWAS (Supervision Information System) which can be accessed through the website and via e-mail so that the public can convey their needs/aspirations to the District Court. Denpasar. then, the Denpasar District Court also provides a suggestion/complaint box to accommodate the aspirations of the community. In addition, what the Denpasar District Court has done is by providing service banners that are placed in the lobby, so that people who will submit a request or lawsuit will know the flow and will make it easier for people to apply without having to queue for a long time in the lobby.

Responsibility

Responsibility in the Denpasar District Court, can be seen in its implementation, the Denpasar District Court runs the principles of good administration and is also in accordance with organizational policies. This can be seen in carrying out tupoksi referring to applicable standards such as SOPs, or chairman's decrees, as well as based on laws or government regulations.

Accountability

Accountability at the Denpasar District Court is assessed according to the government agency performance report (LKjIP), and there are also standards in accordance with the government agency performance accountability system (SAKIP), where the making of SAKIP is based on key performance indicators (IKU). Then at the Denpasar District Court

there was also a strategic plan (RENSTRA). These reports have also been controlled by our superiors in the Supreme Court. For the finance department there are also reports such as the budget realization report (LRA), this budget realization report will be reported every month to the High Court and this is routinely done by the Denpasar District Court. then there is also a financial report at the Denpasar District Court which is semiannual (semester I and semester II), and has also made the financial report, and sent it to the High Court and to the KPKNL (Office of the State Assets Service and Auction)

CONCLUSION

The implementation of talent management in human resource management at the Denpasar District Court has been well implemented, starting from the recruitment and selection process, performance management process, recognition and retention process, education and training process. However, the orientation process and the regeneration development process (Succession Planning) have not been carried out optimally. That way, the implementation of talent management carried out at the Denpasar District Court in empowering human resources has a good impact on organizational performance. Based on the results of the research and discussion above, the suggestions that can be submitted are that the Denpasar District Court should be able to provide more socialization or delivery of information on how important it is to participate in trainings that can improve competence, hold employee orientation periods, and also make plans to overcome these problems. disturbances caused by the vacancy of important/critical positions, so that later organizational performance can be further improved.

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