



Talent Management in Supporting the Rationalization of Civil Service (ASN) Career Development Management at the Ministry of Marine Affairs and Fisheries Republic Indonesia

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ABSTRACT

This paper is conducted to analyze the rationalization of career development management through talent management policies. This paper uses qualitative methods and a descriptive approach. The results showed that managing career development through talent management schemes is very important for personnel apparatus and HR management in achieving organizational and individual career goals. Civil services consider that talent management schemes can help them obtain better and structured career development. Meanwhile, the HR management apparatus views the talent management scheme as a tool to improve organizational performance and develop the competence of civil services. The study also shows that MMAF RI must implement several strategies to ensure the success of talent management schemes. These strategies include involving civil services in the career development process, providing relevant and consistent training and development, and providing constructive and ongoing feedback to civil servants. Career development through talent management schemes is very important for personnel apparatus and HR management in achieving organizational and individual career goals. This paper recommends MMAF RI adopt an integrated apparatus HR management strategy to ensure the success of the talent management scheme and improve overall organizational performance.

Keyword:

Civil Service Career
Development, Civil Service
Policy and Management, Civil
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INTRODUCTION

Talent management is a strategic approach in managing apparatus human resources. Talent management aims to identify, develop, and retain employees who have high potential

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and develop them in an organizational environment. Talent management policies are important in the face of global competition and evolving business dynamics. Talent management is part of the strategic and crucial foundation in developing the success of achieving organizational goals. Talent management prioritizes the process of identifying employees who have extraordinary potential, facilitating employee career development, and providing the right opportunities, organizations increase the role of employees in realizing organizational goals significantly (Gupta & Shaw, 2017).

Rationalization of career development is an approach based on theory and practice to ensure that employee career development is carried out in a planned manner and based on rational considerations. Experts have contributed in explaining the theory and development of rationalization of career development, as well as identifying strategic steps taken in this context. Career Rationalization Theory was introduced early by (Super, 1957) who developed a career rationalization theory that emphasized the role of employees in developing and managing the careers of civil service. This theory identifies stages of career development that include exploration, goal formation, selection, and career adjustment. Super also emphasizes the importance of self-understanding, interests, and employee values in rational career development. In subsequent developments, (Holland, 1973) proposed a career development theory that focuses on the compatibility between employee interests and a specific work environment. The theory identifies six personality types and the work environment appropriate for each personality type. Rational career development involves matching employees with job types and environments that match the employee's personal interests and characteristics. The career system is increasingly open, providing opportunities for employees to have careers outside their organizations. In this case, organizations need to be wise by developing HR programs that aim to retain talents that are owned and have been developed. In addition, according to (Lockwood, 2006), under the umbrella of talent management, succession planning and leadership management become organizational strategies for developing and retaining talent. The same opinion is also explained by (Davis, 2009) efforts to retain talent are related to compensation and career development.

A holistic shift in view of career development was introduced by (Blau & Schoen, 1979) to understand career dynamics that emphasize the importance of combining personal, organizational, and contextual factors in rational career development. This concept emphasizes that career development does not only focus on vertical advancement, but also involves competency development and employee empowerment. Based on this, the practical guide to rationalization of career development is understood as the importance of integrating rational information in career decision making, including assessment of potential, knowledge of career paths, and understanding of job market trends (Kanfer & Ackerman, 2004). The importance of skill development and employee empowerment in managing a good career. Strategic steps in rationalizing career development include two main stages, namely conducting studies related to the implementation of employee potential and interest assessments carried out on an ongoing basis using evaluation tools and methods to identify employee interests, potentials, and strengths in the context of career development and conducting a career system planning process carried out through talent management schemes.

A good talent management policy strengthens employee engagement with the organization. This step is done by providing certainty in the implementation of career development and advancement opportunities, the organization will create an attractive environment for ambitious employees, thereby increasing employee retention and reducing turnover (Vaiman et al., 2017). Effective management of career development through talent

management policies contributes to increased productivity and innovation. Talent management is part of a series of government policies in ensuring the quality of apparatus human resources in the public sector. Rationalization of career development management through talent management policies in the civil service is needed to optimize the potential and quality of human resources in the public sector (Priyo Purnomo, 2014). The rationalization in question will increase efficiency, effectiveness, and accountability in public services in government agencies.

Talent management is seen as a strategic step related to identifying, developing, and managing employees who have high potential in an organization. Experts have contributed in explaining theories, developments, and strategic steps related to talent management. Talent management developed initially the term in the book "The War for Talent" put forward a theory about the importance of talent management in the face of increasingly complex business competition. According to (Michaels et al., 2011) that companies that are able to identify, develop, and retain talented employees will have a significant competitive advantage. The concept of talent management that focuses on a strategic approach in managing and developing talented employees (Greenhaus & Callanan, 2006). This concept emphasizes the importance of coaching and developing employees through training programs, project assignments, mentoring, and recognition of achievements.

The main issue in talent management is keeping talented employees in the middle of the two main factors that encourage talent to stay in the organization are compensation and career development. In preparing the strategic stages of talent management according to (Bersin, 2013) several strategic steps are suggested including, among others, identifying employees with high potential through a careful selection process and effective recruitment strategies; provide continuous development and training opportunities to talented employees to improve the skills and competencies of civil service; implement a clear and transparent performance management system to objectively measure and manage employee performance; recognize and reward talented employees who achieve outstanding results, thus motivating civil service to continue to make meaningful contributions; and build leadership capacity through structured leadership development programs to ensure a strong talent pipeline exists at all levels of the organization. Organizations implement strategic measures in talent management to identify, develop, and utilize talented employees optimally, thereby improving organizational performance and competitiveness in the job market.

The duties of a civil service in government have three main mandates, namely implementing public policy, public service, and unifying the nation. In supporting the process of implementing public services, talent management is present as a supporting instrument as well as a guarantor of the availability of quality human resources needed by the organization. Talent management that supports the rationalization of career development management through talent management policies in civil service increases competitiveness, improves the performance of civil service, and strengthens integrity and professionalism in public services (Purwanto, 2016). Rationalization of career development management through talent management policies in civil service is important to face the challenges of changing times (Bastian, 2020). This will encourage the development of competence, leadership, and adaptability of civil service in facing change and meeting the needs of the community. It is also necessary to consider increasing networks in specific roles to build leadership, delegate command of cooperation objectively and comprehensively, to communicate certain issues internally or externally, including intensive training in public communication (Elfadhila & Kurniawan, 2020).

In addition, optimizing the role of the three main tasks of civil service will be able to be optimally carried out by ensuring career sustainability by ensuring government agencies get quality, competent, and high-performing civil service (Hidayat, 2018). This will have a significant impact in improving organizational effectiveness, strengthening accountability, and driving innovation and transformation in the public sector. Innovation and ongoing public transformation will create a more lively competition and increase organizational capacity (Wicaksono, 2020). In the context of civil service, rationalization of career development management through talent management policies is important to improve quality, performance, and public services. By identifying, developing, and utilizing the potential of qualified civil service, it is expected that there will be an increase in efficiency, effectiveness, and accountability in the public sector. In the end, healthy competition in the organization will make the organization more dynamic in finding ways out of social problems and more creative in meeting the needs of the community (Wicaksono, 2020).

Through talent identification, government agencies place employees in roles that are in accordance with the strengths and interests of civil service, thus motivating employees to provide the best performance of civil service (Bhatnagar, 2007). Rationalization of career development management through talent management policies enables organizations to build a strong core of competencies, reduce skills gaps, and increase employee satisfaction (Sullivan, 2018). In this way, government agencies retain and attract the most talented employees. In this study, we will discuss further the concept of rationalization of career development management through talent management policies, including strategies and best practices applied by organizations to optimally utilize the potential of civil service. In addition, the benefits obtained by MMAF in implementing effective talent management policies will also be discussed. MMAF qualifies as a research locus because it is one of the government agencies that has been declared successful in implementing the merit system by the Commissioner of Indonesian Civil Servant Commission or KASN in two merit system assessment periods. Including MMAF in the last five years has consistently carried out career development based on talent management. In addition, MMAF has been able to make a positive contribution to the fulfillment of national talents through the distribution of MMAF talents, not only in careers within the ministry but also in other government institutions in encouraging national development. This explains that the encouragement of talent management is an important part to be discussed as a case study of the application of talent management in government agencies.

METHODS

The method in writing this paper uses descriptive qualitative methods. Data collection was carried out by field observation and literature study of documentation studies. The data collection process is carried out by collecting appropriate information and theories such as reports, books, research journals related to personnel information system digitization policies. Data analysis was carried out by studying information related to career development policies, the implementation of civil service talent management, and the linkages and forms of rationalization of career development based on the context of talent management. The data and information that are the subject of this paper were collected from MMAF RI as a government agency that has implemented talent management policies in its environment and other agencies as supervisors in the HR apparatus, namely Ministry of Administrative dan Bureaucratic Reform or KEMENPANRB, National Civil Service Agency (NCSA)/BKN RI, State Administration Agency or LAN RI, Commissioner of Indonesian Civil Servant Commission or KASN, and National Development Planning Board or BAPPENAS.

RESULT AND DISCUSSIONS

Career Development at MMAF RI

Career development is an important process to motivate, expand skills, and improve individual performance in the work environment. In the context of the MMAF RI, career development can help employees to master knowledge and skills relevant to the marine and fisheries field, and prepare them to face the changes and challenges that continue to evolve in this sector. In facing challenges in the marine and fisheries sector, the MMAF RI needs to conduct a rationalization study on career development through the implementation of talent management. This approach will help organizations identify, develop, and utilize employee talent and potential more effectively. By paying attention to career development rationally, ministries can improve employee performance, prepare them for change, and contribute to the overall success of the organization.

Talent management in MMAF RI is not separated in the apparatus resource management system to ensure the quality of career development of civil service. Civil service career development is an apparatus resource management scheme to ensure the availability of the best quality civil service in supporting governance and achieving national development goals. The merit system offers measurable prerequisites for competitive conditions so that it becomes an opportunity in the process of determining the career development of civil service that is fair and objective through the application of talent management schemes. The application of talent management in the MMAF RI environment provides hope for increasing competition in the career development model. Talent management is one model approach to realize the merit system in civil service management by ensuring career certainty through the civil service procurement process, career procurement, and retaining talented civil service to sit in higher positions. The career development aspect of civil service is the basic foundation in supporting the implementation of talent management in government agencies.

The competitive career development process is through a mass competency mapping process in all positions in MMAF RI. The mapping is then carried out categorization of employees in nine boxes or commonly called nine box talent. The selection of the best candidates is then filled by the best employees who meet the criteria of rising stars. This practice is then seen by Commissioner of Indonesian Civil Servant Commission as the embryo of the implementation of talent management through competitive career development. This competitive career development is carried out according to the merit principle based on the appreciation of the qualifications, competencies, and performance of an employee to sit in a position.

The implementation of talent management is expected to strengthen the implementation of the merit system to produce professional and integrity civil service, by placing civil service in positions in government agencies according to competence and good performance, providing fair and decent compensation, developing the capabilities of civil service optimally, and protecting the careers of civil service from the impact of policy practices and politicization that are contrary to the principle of system merit. This condition is very important that the position of talent management policy becomes a very strategic position as a supporting instrument in HR management in government agencies. This existence is expected to continue to encourage the achievement of fair and transparent career certainty.

Civil service consist of civil servants (PNS) and non-permanent employee (PPPK). In the arrangement, civil servants management and non-permanent employee management have significantly different things, namely career opportunities for civil servants have broad career development potential, while non-permanent employee is limited due to the need for a mechanism for renewing the contract system at the position level at a certain period. The

implementation of career development management of civil servants is basically carried out to fulfill the career management mechanism which consists of being implemented to better guarantee career development schemes through career management schemes which include career planning processes, career development implementation, career pattern mechanisms, and determining succession plan groups obtained from talent management. Career development through talent management is one of the criteria in the implementation of the merit system in the management of civil servants management.

The implementation of career development in MMAF RI involves a series of policies and programs aimed at improving the qualifications, skills, and competencies of civil service. The following is the implementation of career development carried out in the first MMAF RI to organize various training and education programs to improve the knowledge and skills of civil service and employees in various fields related to marine and fisheries. This includes technical training, further education, seminars, workshops, or certification programs relevant to the duties and responsibilities of civil service. Second, MMAF RI carry out project assignments and specific assignments, employees are given the opportunity to develop deeper skills and experience in specific areas. The assignment takes the form of a research project, policy development, participation in an international program, or other tasks that provide practical and valuable experience; MMAF RI implements mentoring and coaching programs to help civil service and employees get guidance and support from employees who have higher experience and expertise. Through mentoring and coaching, employees gain insight, career counseling, and guidance for the professional development of civil service. Third, MMAF RI carries out the process of implementing position rotation and positions provide opportunities for civil service and employees to expand civil service understanding of various aspects of work in MMAF RI. By moving into different roles, civil service gain cross-field knowledge, develop professional networks, and increase the flexibility and adaptability of civil service in working. Fourth, MMAF RI carries out a performance evaluation process and periodic potential appraisals are used to identify potential employee career development. Based on the results of the evaluation and assessment, specific training and development needs are identified, and an employee development plan is developed to help the civil service achieve the career goals set. Fifth, MMAF RI implements reward and recognition programs that motivate and encourage civil service and employees to excel. The award is in the form of recognition for outstanding performance, innovative contributions, or certain achievements in the career development of civil service. The implementation of career development in the MMAF RI will be adjusted to the policies and resources available. These programs must be designed by considering the process of implementing the career development of each civil servant in accordance with the range of needs in the position of civil service.

MMAF RI Talent Management

Talent management involves identifying, developing, and utilizing the talents and potentials possessed by individuals within the organization. Through this approach, MMAF RI can identify and pay attention to employees who have the potential to develop into future leaders or have special expertise in certain fields. MMAF RI talent management is carried out to ensure that talented and qualified employees get appropriate development opportunities, thus encouraging improved performance and job satisfaction. The implementation of talent management of civil service of MMAF RI is carried out to improve the achievement of strategic goals of national development and improve the quality of public services; find and prepare the best talents to fill key positions as future leaders and positions that support the core affairs of the organization (core business) in order to optimize the achievement of

organizational goals and accelerate national development; encourage the improvement of the professionalism of positions, competencies and performance of talents, as well as provide clarity and certainty of talents' careers in order to accelerate sustainable career development; realizing an objective, planned, open, timely, and accountable succession planning so as to strengthen and accelerate the implementation of the MMAF RI Merit System; ensure the availability of talent supply to align the right civil service with the right position at the right time based on the strategic objectives, mission and vision of the organization; and balance between the career development of civil service and the needs of MMAF RI.

Talent management at the MMAF RI applies the following strategic steps in the career development of the civil service, among others, through the process of identifying and selecting potential talents among existing civil service. This is done through a comprehensive assessment process, such as performance evaluation, potential assessment, and competency analysis. By identifying civil service with high potential, appropriate career development steps are determined. Employee career development plans are prepared based on the needs and aspirations of civil service. This plan includes additional training and education, assignments of special projects or assignments, and mentorship or coaching to help civil service achieve civil service career goals. Implementation of training and competency development programs in accordance with the needs of civil service. This training covers various aspects such as technical knowledge, management skills, leadership, communication, and the ability to adapt to changes in the work environment. Implementing rotation of positions and positions, civil service is given the opportunity to develop a broader understanding of various aspects of work in the MMAF RI. These rotations help civil service gain cross-field experience and increase flexibility and better organizational understanding. Implementing mentoring and coaching programs provides support and guidance to civil service in the career development of civil service. Experienced mentors provide valuable advice, insight, and direction, while coaching helps civil service to identify career goals, develop action plans, and overcome challenges faced. Conducting regular performance evaluations and potential appraisals helps identify strengths and areas of development for civil service. By objectively evaluating performance and identifying potential employees, appropriate development steps are taken to help civil service reach their full potential. The expansion of opportunities for rewards and recognition programs is implemented to motivate and reward outstanding achievements of civil service in career development. Awards in the form of public recognition, financial incentives, or further development opportunities as a form of recognition for the efforts and achievements of civil service.

MMAF RI talent management is inseparable in the management scheme of the human capital management approach. MMAF RI talent management plays an important role in the development process of civil service career processes within MMAF RI. MMAF RI talent management needs to be formulated with a mature planning, calculation, and strategy process. This is considering the limited government budget from year to year and the demands of various developments in the complexity of bureaucratic governance which require increasingly high costs. The great hope is that the implementation of MMAF RI talent management will have a positive impact on the development of development in the future. MMAF RI talent management must be the main concern of the apparatus HR management journey to create great opportunities in improving government bureaucratic governance. MMAF RI talent management is critical to the success of marine and fisheries development for the first few reasons to encourage an efficient and effective service delivery improvement process: MMAF RI success depends on the ability of employees to deliver public services efficiently and effectively in support of people's welfare.

Effective talent management helps ensure MMAF RI gain public trust in the skills, competencies and resources available to deliver high-quality services; second, assisting MMAF RI in increasing labor productivity by ensuring employees have the necessary training and support instruments to perform employee work effectively. This helps improve the efficiency and effectiveness of MMAF RI performance in implementing the development agenda; third, make it easier for MMAF RI to identify priorities for employee development, engagement, and recognition that help increase employee satisfaction and retention. This helps reduce turnover rates and promotes stability in MMAF RI; fourth, assist MMAF RI to ensure that leadership positions and key positions are filled by capable employees and lead the organization effectively. Effective talent management strategies help identify and develop potential successors for key leadership positions; fifth help MMAF RI promote diversity and a culture of inclusion within organizations, leading to more representative and responsive governance that better reflects the needs and perspectives of the communities served; and sixth, assisting MMAF RI in promoting innovation and creativity to encourage employees to think outside the box, experiment with new ideas, and take calculated risks. Talent management is critical to MMAF RI success. By prioritizing talent management strategies that promote employee development, engagement, and recognition, MMAF RI improves the efficiency, effectiveness, and HR services of the apparatus, while promoting diversity, inclusion, and innovation.

Rationalization of Career Development through Talent Management

The concept of talent management should be the right step for the redistribution of civil service' talents in various agencies as well as strengthening the career development of civil service. This is seen as a strategic step to ensure the acceleration of bureaucratic reform is carried out properly. Through career development rationalization studies, the MMAF RI can identify specific and comprehensive career development needs for its employees. This review may involve reviewing the competencies required in various positions and levels in the ministry, as well as analyzing the gap between the competencies possessed and those required. By conducting this review, organizations can plan appropriate development programs, such as training and further education, mentoring, or job rotation, so that employees can develop the competencies needed to face the demands of the future job. Implementing talent management and rationalizing career development, MMAF RI can improve the overall success of the organization. Qualified and skilled employees will be able to make a greater contribution to the achievement of organizational goals. In addition, planned career development can also increase retention of high-potential employees, reduce turnover rates, and build an innovative organizational culture oriented towards human resource development.

The implementation of talent management is inseparable from the understanding of efforts to fill positions competitively measurable with a merit system approach. This understanding is based on a strong understanding in translating the regulations that develop in supporting the implementation of talent management in MMAF inseparable from the process of competitive open selection efforts, competency mapping, competency development, and filling positions. The development of a competitive assessment process that began with an open selection process and massive competency assessment was carried out then developed into strengthening talent management. The categorization realized from mapping the talent management box through the talent pool in government agencies should ensure the overall identification of the capabilities of all civil service in civil service management. Thus, the talent pool becomes a database event as well as a portfolio of civil service in

actualizing civil service competencies so that they are placed in the right position according to the level of potential, qualifications, competencies, and career paths of civil service, as stated in the agency's career development scheme.

The category of internal conditions that influence in the context of talent management comes from the pattern of internal management management related to human resource management. This condition is related to the policy scheme of position career patterns, employee development interventions, employee retention models, availability of information systems, intrinsic and extrinsic employee motivation, and procurement models as a step for talent selection. The implementation of talent management in the process of filling High Leadership Positions through talent management as mandated in Government Regulation Number 11 of 2017 as amended by Government Regulation Number 17 of 2020 concerning Civil Servants Management. In the next stage, a new paradigm emerges for the position competency assessment process. In addition, there are new developments in position conditions affected by job changes as a result of the functional position transformation policy implemented in 2020, providing a new beginning for changes in the talent management scheme. Efforts to change the transformation of positions into new colors in the process of development of filling positions.

The implementation of talent management in MMAF RI will never be separated from several policies related to the process of filling positions. This is because talent management is closely related to the career development of civil servants in particular and civil servants in general. The emergence of the Regulation of the Ministry of Administrative dan Bureaucratic Reform Number 3 of 2020 concerning Talent Management provides new colors and spaces for attention to the process of implementing talent management in government agencies to be strengthened by legal foundations. However, based on the existing journey, the implementation of talent management began to have significant developments, especially the approach to each command agency in interpreting the policy and the approach taken based on the characteristics of the implementation of talent management in government agencies.

In terms of talent development, the process of implementing talent management is expected to build a guarantee scheme for career development and overall competency development for civil service in MMAF RI. Career development is closely related to the term career coaching. The existing talent pool has divided various conditions and categories based on the characteristics of each talent mapping result. This should be used as a basis in the process of strengthening aspects of self-competency development of every employee in MMAF RI. Competency development is intended to ensure the growth of professional human resource quality and career equality in contributing to the organization together. This will minimize the impact of work injustice and ineffectiveness of work processes resulting from non-optimal conditions of quality competencies, performance, and qualifications of the quality apparatus human resources available to the organization.

Position placement as part of the agenda in the application of talent management is related to the realization of career planning results. Personnel Development Officer (PPK) through the talent management scheme carries out its role in placing certain people in the intended position through promotion, mutation, and rotation. Rationalization of career development is carried out through the talent management mapping process that is currently still directed at supporting data support systems for the process of filling high leadership positions. The process of implementing career development is still considered confidential in the world of HR apparatus. In fact, this information should be the inherent right of an civil

service to be developed in fulfilling careers and competencies are well facilitated by the agency.

MMAF RI in carrying out the process of implementing talent management must always consider the support needs for the achievement of development in the marine and fisheries sector, especially as forming a mindset on the quality of professionalism of apparatus human resources. In addition to leadership support and HR managers, the apparatus becomes an inseparable unity to continue to be optimized, also instrumental support from talent pool indicators is a concern in ensuring information on the sustainability of the HR career process of the apparatus at MMAF RI. The career needs of apparatus human resources are intended as a strategic step in optimizing the role of each ability and function of apparatus human resources through their career paths in passing the stages of service carried out from recruitment to retirement beneficial to national development.

An important component that is targeted in managing talent management is the process of implementing the HR career apparatus to sit and be involved in carrying out its roles and functions in supporting organizational development.

The implementation of talent management involves various continuous processes and is interrelated with each other. The talent management governance planning process is the most important part of implementing talent management. Talent management planning is related to the governance design scheme in the form of goals, views, target objectives, programs, action plans, activities, and support for existing resources in an effort to extract from the achievements of talent management will be implemented.

Furthermore, the initial phase is acquisition, followed by talent development, talent retention, talent placement, information systems, and at the final stage of monitoring and evaluation. However, the scheme of implementing talent management is basically more systematic and hierarchical in building a governance design model, not only involving current needs but must consider future needs. The position of the information system in the application of talent management serves as an analytical support by using an algorithmic base in supporting the decision-making process on future HR needs and adjusting it in the process according to the design of organizational needs.

The basic values presented in the application of talent management must be able to answer the design needs to attract and place apparatus HR candidates in the right position, help apparatus HR to grow and develop themselves, maintain apparatus HR with compensation packages and motivate to continue to be involved in building the organization, and ensure apparatus HR to continue to grow and be consistent in achieving its goals. The implementation of the achievements of the implementation of talent management in MMAF RI is seen from the dimensions of talent management implementation consisting of talent acquisition, talent development, talent retention, talent placement, technology support, and monitoring and evaluation. The following describes some aspects of achieving the implementation of talent management in the MMAF RI environment.

Basically, the value of talent development has a broader meaning not only limited to competency development but refers to the career development of an employee in order to achieve a position in an organization. Career development includes efforts to improve qualifications, improve performance, and increase competence, as well as improving behavior, as well as morality and integrity.

Career development is carried out based on qualifications, competencies, performance appraisals, and the needs of government agencies. This is certainly through career development by considering the integrity and morality contained in Government Regulation Number 11 of 2017 in article 176. Expectations for career development certainly want to

create a competency-based, conducive, and transparent work climate. It also embodies the pattern of coaching and professionalism of civil servants, and provides equal opportunities for every civil servants to pursue their careers optimally.

The implementation of career development carried out at MMAF RI should be in line with the competency development implementation scheme in this case to encourage efforts to achieve the level of qualification, competence, and performance of each person in the position to be occupied which then has implications for the career sustainability process of HR apparatus. However, it is very unfortunate that the process of implementing employee career development has not been carried out optimally. This is because career development has not been established in the policy process in MMAF RI. MMAF RI is currently in the process of implementing career development more focused on conditions if there is a need for vacant positions. The perspective in the implementation of placement governance and one's development has not been considered thoroughly so that in the end there has not been a process of implementing the management of position placement in accordance with the needs of efforts to encourage one's career development. Current career development is a side effect of the ongoing administrative governance process in the personnel sector. In fact, this career development process should be recognized by MMAF RI for efforts to carry out retention in order to be able to guarantee the sustainability of MMAF RI commitment in managing apparatus human resources based on the principle of human capital development.

The implementation of career development that encourages the improvement of the professionalism of civil service is carried out with a commitment to ensure that competency development is obtained by all employees in accordance with the results of the analysis contained in the needs document and competency development plan. The implementation of existing competency development is evenly and continuously expected to improve the performance of employees and organizations so that the quality of public services is more excellent. This is important to pay attention to because competency development is one of the foundations in the process of career development and appointment.

The implementation of talent development as a result of the competency development process and career development has a significant impact, especially as a process of guaranteeing the professionalism of human resources, apparatus and the quality of performance. This is strengthened first by the consistent increase in the quality of individual performance after completing the talent development program process which can be seen from performance assessments for at least the last three years. Secondly, increasing the quality of involvement of civil service who fall into the succession planning group category is through increasing their sense of being more connected to the organization because they feel they are being paid more attention to maintenance development. The third result is a positive assessment of each leader from the emergence of civil service active participation in each talent development process. The emergence of the four innovations and creativity of civil service after participating in talent development connects the positive effects of competency development which stimulates creative and innovative thinking.

Retaining talent through retention is a key issue in talent management by keeping talented employees in place; the two main factors that drive talent to stay in the organization are compensation and career development. After developing their talents, organizations need to develop a talent retention program that focuses on employee career development. The program includes the application of career patterns and succession planning systems.

The talent pool that has been formed will be one of the keys in succession planning at all levels of position. Career patterns are the basis for regulating employee career movements

with efforts to prioritize organizational needs with employee career planning, while succession planning is used as the basis for the promotion process to higher positions.

There are several processes of the implementation of talent management that have been conveyed in the previous section that are relevant to be carried out by MMAF RI in this case, first it will be able to increase the strengthening of career development of civil service in a competitive and competitive manner, so that it will have implications for increasing high work productivity, second will be able to maintain civil service to be motivated in creating innovations in building future bureaucratic management systems, Third, it will be able to control a conducive work atmosphere and culture in forming work attachments and ensuring an increase in employee contributions over a long period of time in the organization.

The most important policy agenda to be formulated and reaffirmed related to talent management includes several steps, including first, MMAF RI establishes strategic policies related to talent development, including recruitment strategies, training, career development, and performance management; second, MMAF RI builds a talent management system that is integrated with other apparatus HR management systems, thus ensuring compliance between the HR needs of the apparatus with the organization's strategy and goals; the three MMAF RI apply the principles of fairness and transparency in every stage of talent development, including in recruitment, selection, and performance management; fourth, MMAF RI builds an organizational culture that supports talent development, including by providing appropriate rewards and incentives to employees who excel and have the potential to grow; and the five MMAF RI conduct regular evaluations and monitoring of talent development programs that have been implemented, so as to ensure the effectiveness and efficiency of the programs, and make improvements or adjustments if necessary.

The implementation of rationalization through talent management in the context of MMAF RI is carried out through various forms or concrete steps including, among others, first, the identification and selection of potential talents among civil service. This process involves performance appraisal, competency appraisal, and employee potential evaluation to identify civil service who have high potential for further career development; second, the preparation of a comprehensive individual career plan for each civil service of MMAF RI. The plan includes long and short-term goals, training and development needs, and concrete steps to be taken to achieve those goals; Third, the determination of specific training needs based on the competencies required for a particular job. The training program includes technical, managerial, leadership, and other relevant skills development; fourth, the development of project assignments and special tasks to civil service. Through these assignments, civil service develop specific skills, gain practical experience, and explore different areas of work; fifth, the implementation of mentorship and coaching to civil service intensively and recognizing career interests and preferences. Civil service is guided by employees who have relevant experience and expertise, who provide the direction, support, and insight needed in achieving the career goals of civil service of MMAF RI; Sixth, the implementation of regular performance evaluations and potential assessments. This process helps identify employee strengths and development areas, which form the basis for drawing up the need for an effective career development plan; Seventh, create fair and transparent career mobility opportunities. Civil service who have the appropriate potential and qualifications must be given the opportunity to be promoted, rotated positions, or get promotions that are in accordance with the achievements and competencies of civil service in a fair and transparent manner. The implementation of rationalization of career development through talent management in civil service of MMAF RI occurs influenced by internal policy conditions and

the implementation process behind and archery that arises from the context of developing apparatus HR policies.

CONCLUSION

The implementation of career development rationalization is carried out through talent management policies that assist MMAF RI in operationalizing the process of identifying talented employees, developing the potential of civil service, and directing civil service to appropriate career paths. On the other hand, effective talent management also encourages rationalization in career development by ensuring that decisions regarding career development are based on rational evaluation and consideration. The implementation of rationalization of career development through talent management in the context of MMAF civil service is carried out through various forms or concrete steps, including talent identification and selection; individual career planning; training and education; assignment of projects and special tasks; mentoring and coaching; performance evaluation and potential appraisal; and fairness and transparency in supporting career mobility opportunities for every civil service.

Rationalization of Career Development is carried out by utilizing talent management policies and practices by systematically maximizing employee potential and performance. Meanwhile, rationalization in career development enables MMAF RI to allocate resources and development opportunities effectively, increase employee satisfaction, and strengthen organizational commitment. The advantages of Rationalization of Career Development and Talent Management that MMAF RI benefits include increasing employee and organizational productivity, increasing employee retention, fostering a culture of competitive innovation, improving the quality of public services, and increasing organizational competitiveness, especially in the marine and fisheries sectors.

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