

Septiana Dwiputrianti

Department Administrative Sciences, Polytechnic STIA LAN Bandung, Indonesia
(email: septiana.dwiputrianti@poltek.stialanbandung.ac.id)

Wahyu Sutiyono

School of Management, Faculty of Business Management Government and Law, University of Canberra, Australia

Adi Suryanto

National Institute of Public Administration, the Republic of Indonesia

Tutik Rachmawati

Centre for Public Policy and Management Studies, Parahyangan Catholic University, Indonesia

Caesar Octoviandy Purba

Public Sector of Business Administration, Polytechnic STIA LAN Bandung, Indonesia

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Dwiputrianti, Septiana,

completed her Master of Commerce by Honours in Development Economics at the University of Wollongong, Australia. Completed the Doctor of Philosophy Ph.D.) from the Australian National University (ANU), Crawford School of Public Policy, under the Australian Development Scholarship (ADS). Formerly the Head of the Center for Management and Policy Studies, Head of the Center for Policy Analyst Development, and Head of the Center for Governance Innovation at the National Institute of Public Administration (LAN). From 2016-2021 served as Assistant Commissioner of the Indonesian Civil Service Commission (KASN). Currently, she is the Head of the Department of Administrative Sciences at Polytechnic STIA LAN Bandung. Her research interest is Public Policy and Management, Governance, and Business in the Public Sector.

Sutiyono, Wahyu, completed her MBA at Monash University and Ph.D. in human resource management at the University of Tasmania in 2000. She was director of the International MBA at the University of South Australia till 2004. She was an Assistant Professor at the Faculty of Business, Government and Law at the University of Canberra until 2018, where she was Convener for

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Understanding Indicators of Talent Acquisition and Retention of Different Generations in Building Talent Management: A Case Study of DKI Jakarta Provincial Government

Abstract

Talent management is important to obtain a professional, high-performance, and reliable apparatus. However, there are still very few studies on implementing talent management at the local government level in Indonesia. This paper aims to explain indicators of talent acquisition and retention of different generations in providing an understanding of implementation talent management, a case study in DKI Jakarta Provincial Government. Due to the regulation related to Talent Management for government institutions that were just issued, all government agencies have to implement talent management. However, there still needs to be a greater understanding of indicators for implementing talent acquisition and retaining talent (talent retention) to prepare future organizational leaders. This study applied mixed, qualitative, and quantitative approaches—a case study of the special capital region (DKI) Jakarta Provincial Government as a capital city. Respondents and informants total 43 officials from the DKI Jakarta Provincial Government. This study found that more than 90 percent of respondents agreed and strongly agreed with the indicators representing talent acquisition and retention. These findings are convinced by supporting data and information based on interviews and document implementation at DKI Jakarta Province. Furthermore, this study found a positively correlated relationship between talent acquisition and talent retention based on indicators of talent management implemented in DKI Jakarta Province. Therefore, this study's talent acquisition and retention indicators significantly contribute to local governments' understanding of implementing talent management policies and to the literature on talent acquisition and retention indicators for local government, especially in the Indonesian context.

the Master of HRM and Convener of the Indonesia Program. Her research areas are HRM, civil service management, bureaucratic reform, governance, and performance. Her major grant from the Australian DFAT was awarded for a bureaucratic reform project with the Indonesian Ministry of Civil Service Reform in association with the Australian Public Service Commission. She is currently an Adjunct Associate Professor at FBGL, University of Canberra.

Suryanto, Adi, is currently the Chairman of the National Institute for Public Administration (2015-Present). He obtained his Ph.D. in Political Sciences from the University of Indonesia in 2008 and his Master's Degree in Public Administration and Public Policy at the University of Indonesia in 2000. He has professional experiences in public administration and public policy, ranging from training and education, research and development, consultancy, policy studies, government planning, performance management, and so forth. He has written numerous articles, modules, research, working papers, and books. He has also contributed to recent studies of Local Elites Conflict in the Formation of Banten Province, Bureaucracy Reform Impacts on Public Trust, Linking Leadership Training and Public Sector Reform, and so forth.

Rachmawati, Tutik, is a lecturer in the Public Administration Department at Parahyangan Catholic University. Her doctorate is from Birmingham University in the UK. She has received various fellowships, including STUNED from the Dutch government, JIPS from the Japanese government, Summer University from Central European University, IATSS FORUM Japan, and Mesopartner-Germany. She now leads the Center for Public Policy and Management Studies and is an active member of the Indonesian Association of Public Administration. Her research interests are public management, public ethics, information communication & technology for public administration, development studies, public entrepreneurship, and local economic development. She has just completed research on Public Procurement Governance, fully funded by the Indonesian Ministry of Education, Culture, Research, and Technology under the NUSANTARA-BOPTN-SAME scheme.

Keywords:

Talent Management; Talent Acquisition; Talent Retention; Local Government, DKI Jakarta Province; Indonesia

Introduction

Talent management is important to provide professional, high-performance, and reliable human resources apparatus. Therefore, the demand to obtain competent, innovative, and competitive apparatus human resources requires the implementation of talent management. The need for skilled, creative, and competitive human resources requires applying talent management. Organizations are currently dominated by different generations, namely baby boomers, Xers, and millennials can also influence how organizations manage their talents. According to Kostanek and Khor (2018), baby boomers have the character to be ready to sacrifice in their personal lives to achieve success and financial security. Poisat (2018) emphasizes that the Xers generation focuses more on balancing personal and work life. Mey et al. (2021) see millennials as a generation that sees money as important but also wants its presence in a strong organization that makes a difference.

Statistics on state civil apparatus (ASN) data from the State Civil Service Agency (2022) show that the age group of 51-60 years is the most age group with a percentage of 35% or a total of 1,503,411, then the age of 41-50 years amounts to 1,348,116 and 31-40 years amounts to 1,083,920. The age group of 51-60 is close to the retirement age limit for ASNs, so the number and positions in this group will be the main consideration in structuring and preparing recruitment plans. ASNs in the age group over 60 account for 1% of the overall number of ASNs occupied by functional officials of the Principal Expert and some Associate Experts. This group represents a limited number of ASNs who have mastery of a particular area of expertise, whether managerial or technical. As for the age group of 18-20 years, there are several ASNs from the education of high school graduates or equivalent and baccalaureate or diploma graduates who have a long work period in pursuing a career in government. The service period of 11-15 years with a total of 1,137,936 ASNs is the most work period that ASNs have—followed by a service period of 0-5 years, as much as 967,922. It is concluded that many young ASNs have started their careers in the last five years. It is influenced by the ASN recruitment process that has been open since 2017.

Talents are defined as employees who meet the criteria to enter the succession plan group (Jindal & Shaikh, 2021; Singh & Kataria, 2021). Moreover, talents come from national talent management and agency talent management. In government agencies, national and

Purba, Caesar Octoviandy, is a lecturer in the Business Administration of Public Sector, Polytechnique of STIA LAN Bandung. His Magister is from Bandung Institute of Technology, majoring in Business Administration. He has certified in Risk Management and has various working experiences in national and international companies, fields related to risk management and insurance. He is now holding a position as an analyst for the Quality Assurance Unit For Polytechnique of STIA LAN Bandung. His research interest is risk management for public and private sectors, marketing, business strategy, and environmental issues.

agency talent management is defined as an ASN career management system that includes talent acquisition, development, retention, and placement (Kamoche and Leigh, 2022, R.N. Musakuro, 2022). In this case, selected ASN employees will be prioritized to occupy target positions according to the ranking of competency and performance assessment results through mechanisms that are implemented effectively and sustainably. National talent management is carried out to meet the needs of agencies nationally, while agency talent management is carried out to meet the needs of central and local government agencies.

Suppose the organization has good talent management. The current generation of millennials' job dissatisfaction can negatively impact job security, resulting in the departure of highly qualified personnel and the costs associated with employee turnover and weaker growth prospects (Chillakuri & Mogili, 2018; Ivanovic & Ivancevic, 2019; Yap & Badri, 2020). Baby Boomers tend to be more established in their careers than Millennials and thus will not place the same value on opportunities to learn and develop. Generally, millennials are in the early stages of their careers and want on-the-job training. While it is usually accepted that Baby Boomers may have more knowledge and experience in organizations, it is still expected that they should be challenged to develop new skills and refresh the old ones. Three main generations are identified in the current labor force, namely Baby Boomers (born between 1945 and 1965). Hence, to be able to maintain the millennial generation in the organization, it is very important to create a healthy culture of competition and make this generation happy while engaging with the vision of the organization

Talent management is one of the priority programs of the government of the Republic of Indonesia. Civil Services Apparatus (ASN) is one of the important resources. Professional integrity, high performance, and innovation are some values that are compulsory to be implemented for ASN. It is also a priority for the government to accelerate reform in providing a clean, efficient, and effective government through implementing talent management at the central and regional levels. Most of the references defined talent management as managing employees in the organization with the aim of (1) finding the best employees, (2) attracting the best people to enter the organization, (3) retaining the best employees to continue to perform according to organizational needs (Dalal & Akdere, 2021; Kabwe & Tripathi, 2020; Schreuder & Noorman, 2019). Not much research and publication discuss the implementation of talent management in government institutions, especially in local government. Just a few discuss this talent management in various countries, such as Iran, South Africa, and Malaysia (Ananthan et al., 2019; N. E. Barkhuizen & Gumede, 2021; Mahfoozi et al., 2018; Gómez-

Limón et al., 2020). Talent management is widely discussed in studies related to implementation in various private companies, such as luxury hotels companies and multinational companies in multiple countries (Malik, 2021; Marinakou, 2019b; Napathorn, 2020; Schreuder, 2019; Sen, 2019). However, no studies have discussed how to measure and implement talent management in the public sector, especially in the case of Indonesia.

The new policy related to talent management was published in 2020 (Peraturan Menteri PAN Dan RB Nomor 3 Tahun 2020 Tentang Manajemen Talenta ASN, 2020) concerning Talent Management. The definition of talent management applied by the State Civil Apparatus (ASN) is stated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2020. Talents are ASN employees who meet certain conditions for inclusion in the succession plan group. The regulation has defined national and agency ASN talent management as part of a career management system. Some stages of talent management exist acquisition, development, and retention. These talents are ASN who are prioritized to occupy target positions based on the highest level of potential and performance through certain mechanisms. Talent management is implemented effectively and sustainably to meet the needs of Government Agencies nationally or institutionally to accelerate national development. Talent management includes the stages of acquisition, development, retention, and placement that are prioritized to occupy target positions based on potential levels and the highest performance through certain mechanisms that are implemented effectively and sustainably to meet the needs of central and regional agencies.

This research can better understand how practitioners and academics measure talent acquisition and retention implementation based on the indicators provided in this study. In addition, this study also provides the results of the correlation of talent acquisition and talent

retention with the case of the DKI Jakarta Provincial Government. This study assesses talent acquisition and retention implementation indicators at the DKI Jakarta Province. Furthermore, this study also tested the correlation of the two variables: talent acquisition and talent retention implementation. This study is important in contributing as one of the references for practitioners and academics in accelerating and improving talent management applications, especially in the talent acquisition and retention stages. This study also contributed to the gap in studies and publications on applying talent management within government agencies, especially in Indonesia.

Talent management in Government agencies is inseparable from the mechanism for implementing merit-based management (Cooke, 2021). Talent management is an indicator of success in most aspects of the merit system, especially in career development. All governments in Indonesia are required to implement ASN management with a merit system-based approach, which prioritizes the principle of fairness in its implementation. The regional government that also organizes merit-based ASN management is the DKI Jakarta Provincial Government. Talent management is a series of human resource processes to identify, manage, and develop a person's abilities based on the performance expected by the organization in optimizing talented employees.

Regulations regarding talent management in Government Agencies have been stated in Government Regulation Number 11 of 2017 concerning Civil Service Management (PNS) in Article 134 Paragraph 2 Letter "d." This article says that the merit system in civil servant management has predetermined criteria, including planning, development, career patterns, and succession plan groups, which can be obtained from talent management. Furthermore, the implementation of talent management in Government Agencies is explained more deeply, namely in the Regulation

of the Minister of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN&RB) Number 3 of 2020 concerning Talent Management of the Civil Service Apparatus (ASN). The regulation was made in addition to the success of implementing the merit system in Government Agencies and being an alignment in applying talent management for all Government Agencies in Indonesia (Sobandi, 2019). However, this regulation on talent management is relatively new, and it is not widely understood how to implement it, especially for local government agencies.

The DKI Jakarta Provincial Government, which has a specialization as the Capital of the Republic of Indonesia, is required to be an example and guideline for other regional governments in implementing merit-based ASN management. Besides as the capital of Indonesia, DKI Jakarta Province also plays a role as a center of national economic, political, and cultural activities that require to have a superior ASN and high integrity, ethics, and code of conduct that can represent the image of the Indonesian Government (Dwiputrianti, 2020).

The State Civil Apparatus Commission (KASN) was formed as a mandate from Law Number 5 of 2014 concerning the State Civil Apparatus. KASN is a non-ministerial government agency with the authority to supervise the implementation of the Civil Service Apparatus (ASN) management merit system. In implementing the ASN management merit system, applying talent management is one aspect of the career development of ASN, which is still relatively low in its application in local governments. This is due to the insufficient understanding of talent management application within government agencies, and the regulations stipulated, namely Permenpan 3 of 2020, still need to be more recently socialized. Based on data on the results of KASN supervision and assessment, in 2022, the DKI Jakarta Provincial Government received a value of 335.5 with a 'Good' category for

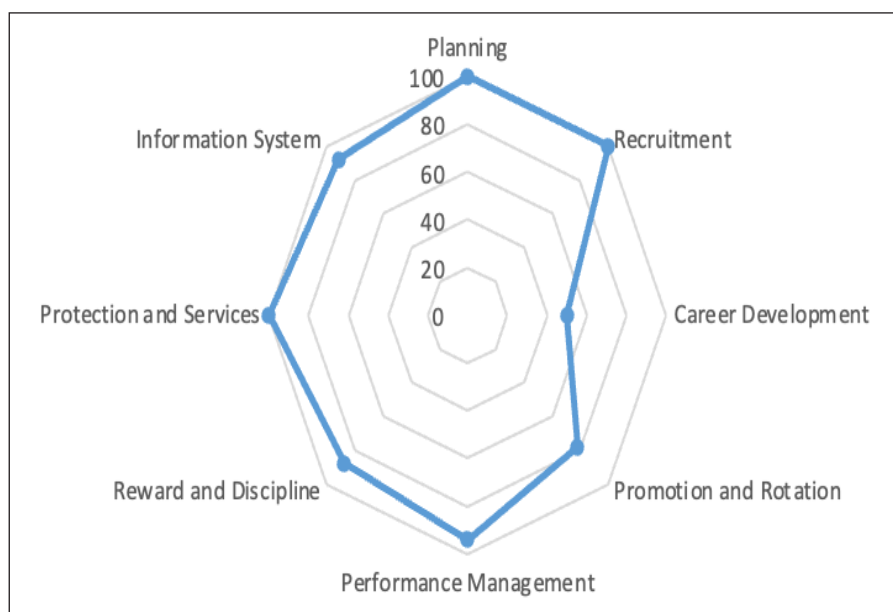
implementing its merit system. Based on data from the Indonesia Civil Service Commission (KASN 2022), DKI Jakarta Province is ranked 5th out of 10 provinces with the highest assessment of the application of merit management of its ASN. The first place is West Java with a value of 396.5; second is East Java with a value of 353; third is Yogyakarta Special Region with a value of 349; fourth is South Sulawesi with a value of 340.5. Followed by Central Java (335.5), North Sumatra (333.5), West Sumatra (332), Bali (330), and West Kalimantan (325.5). However, of these ten provinces which have been approved and built talent management, only two central provinces, namely Central Java and West Java Province.

Figure 1 illustrates the implementation of the ASN management merit system in the DKI Jakarta Provincial Government. However, value based on merit appraisal from KASN revealed that several aspects of DKI Jakarta Provincial government still need to fill in, especially in career development. It shows that career development is the lowest one, which has only reached 50 percent of the targets achieved. Regarding career development, the talent management sub-aspect has the dominant indicator with the highest number of indicators with the highest weight.

Career development is one indicator that most influences the score or assessment of this aspect in building talent management (Kurniawan, 2018). In addition, it indicates that many government agencies still need to understand how to implement talent management. The policy for its implementation has also only been running for about 2 (two years through the Regulation of the Ministry of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2020 concerning Talent Management.

In addition, Figure 1 shows that merit-based ASN management at the DKI Jakarta Provincial Government has been done well in almost all aspects. Instead, three parts require more attention: career development, promotion,

Figure 1.
Implementation of Civil Service Management and Talent Management at DKI Jakarta Province
(in Percentage) for the Year 2021



Source: Proceed from primary data and Indonesian Civil Service Commission, 2021

and rotation. This gap occurs because, until now, the succession plan owned by the DKI Jakarta Provincial Government is still in the development stage. As a result, all employees have not fully provided talent data and information in the database system.

Based on these problems, this study aims to explain indicators of talent acquisition and retention of different generations in providing an understanding of implementation talent management, a case study in DKI Jakarta Provincial Government. As research question to reflect the purpose of this study is, in building talent management, what are the indicators of talent acquisition and retention of different generations? This research significantly contributes to government science, public administration, and public policy, especially from apparatus HR management and talent management. Moreover, in a practical aspect, this research can be an input for developing talent management applications in local governments in general and for the DKI Jakarta Provincial government as the Capital of Indonesia.

Furthermore, this paper will explain the research methods used and describe the indicators used to implement talent acquisition and retention from references and applied implementation in the field (in this case, taking a case study in DKI Jakarta Province). Furthermore, validity, reliability, and correlation tests were carried out from two variables, namely talent acquisition and talent retention—finally, the conclusions of this study result.

Talent Management in Public Sector and Local Government.

The most international publication focused on areas of talent management in the private sector. However, there are still a few kinds of literature and study in social sciences, public administration, and public policy, on talent management in local government. Drawing the difference from the private sector, Kravariti and Johnson (Kravariti & Johnston, 2020) conceptualize public sector talent as an individual who possesses those competencies, knowledge, and values that reflect the public sector's core principles that enable

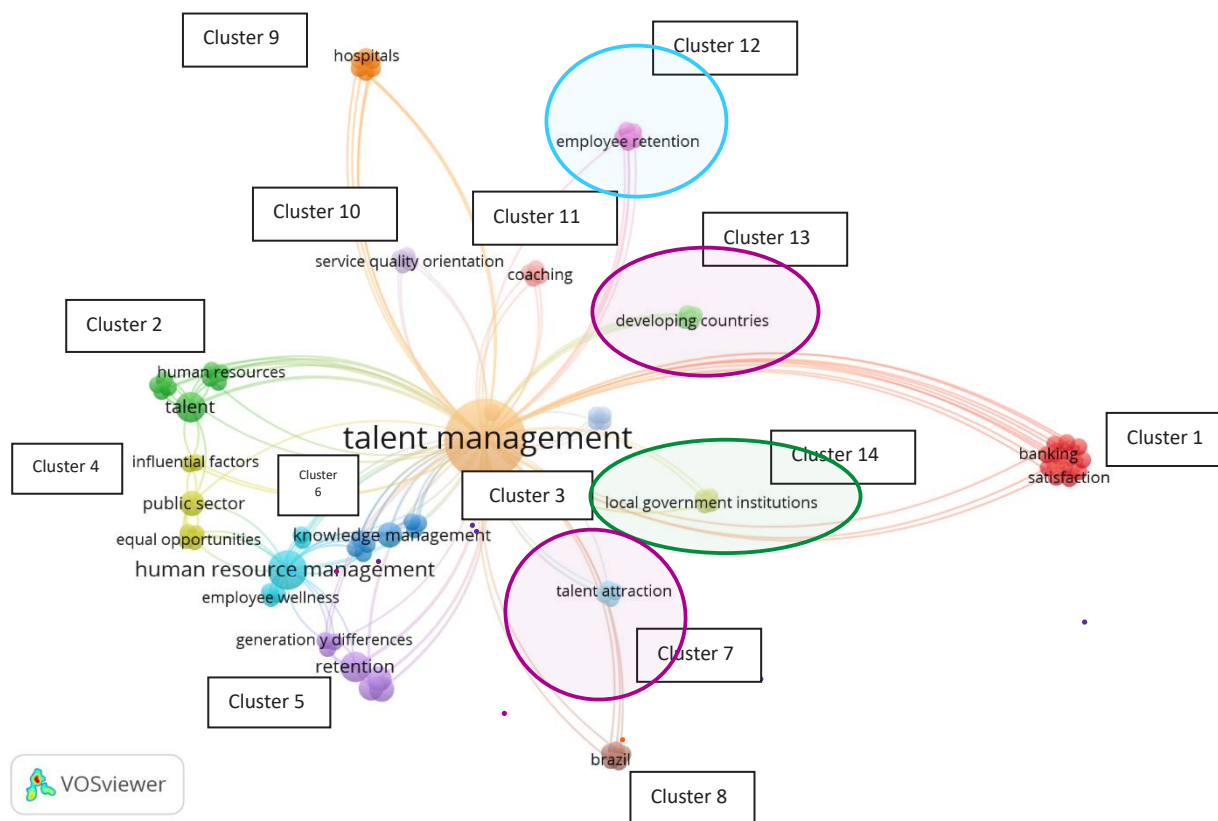
them to use their exceptional abilities to serve the public for the common good. Based on their study on critical literature review and research agenda for the public sector in human resource management, there are some critical evaluations of how talent management is implemented in the public sector.

Publications related to talent management in local government are focused on some issues, such as higher education institutions in the case of South Africa (Lesenyeho, D.L, Barkhuizen, N.E., Schutte, 2018), the link between talent management and local government performance (N. Barkhuizen, 2014), associating the application of talent management with work satisfaction (Saurombe & Barkhuizen, 2022). In addition, there are several studies of talent management practices in the school environment (Davies & Davies, 2010; Froese et al., 2020; Harun et al., 2020)

Implementing poor talent management in the government faces enormous challenges, especially in attracting talent to enter, especially for local governments. Besides, the mindset of regional leaders who still do not understand what talent management means and how to implement it caused the lack of implementation of talent management. For example, Shingenge and Sourombe (2022) emphasized that talent management at Windhoek City Council in Namibia needs attention on the implementation. Moreover, Thunnissen and Gallardo-Gallardo found that talent management in the UK public sector organizations is complex due to a lack of understanding of applications (2019).

Barkhuizen dan Gumede (2021) argues that the application of talent retention in talent management is still poor in some government agencies. However, this application is critical to encourage government performance, and the

Figure 2.
Publication of Talent Management in Local Government in the Field of Social Human Resource Management in the Scopus Indexed Journal (2002-2022)



Sources: Proceed from some references dan regulations

leadership role is enormous and essential to build a culture of talent in the organization. A study also examines the relationship between the consequences of an early academic career and maintaining it in a government collegiate institution in South Africa (Lesenyeho, D.L., Barkhuizen, N.E., Schutte, 2018).

Figure 2 shows the results of mapping literature sourced from the literature of international journals indexed by Scopus in the field of social sciences, using the keywords "talent management," "local government," and "human resources management" is limited to the final journal without being limited in time, there are only a total of 84 journals. Figure 1 shows the network visualization of the mapping results. From the mapping results, it consists of 15 clusters. Cluster 1 consists of twelve items, and cluster 2 has nine items. Cluster 3 consists of eight items, and clusters 4 and 5 each have seven items. Cluster 6 consists of six items. Clusters 7 to 9 each have only five items, and cluster 10 to cluster 14 each has only four items. This can explain why the topic of talent management, especially employee retention, local government institutions, and talent attraction/acquisition, is still very limited in developing countries.

Based on the results of various literature reviews, especially from reputable international literature, there are still very few publications related to talent management, especially in the public sector and local government. Moreover, studies on talent acquisition and retention in the public sector are minimal, and none discuss the indicators and their correlations. Therefore, this study contributes significantly to indicators that can measure the application of talent acquisition and talent retention in government agencies.

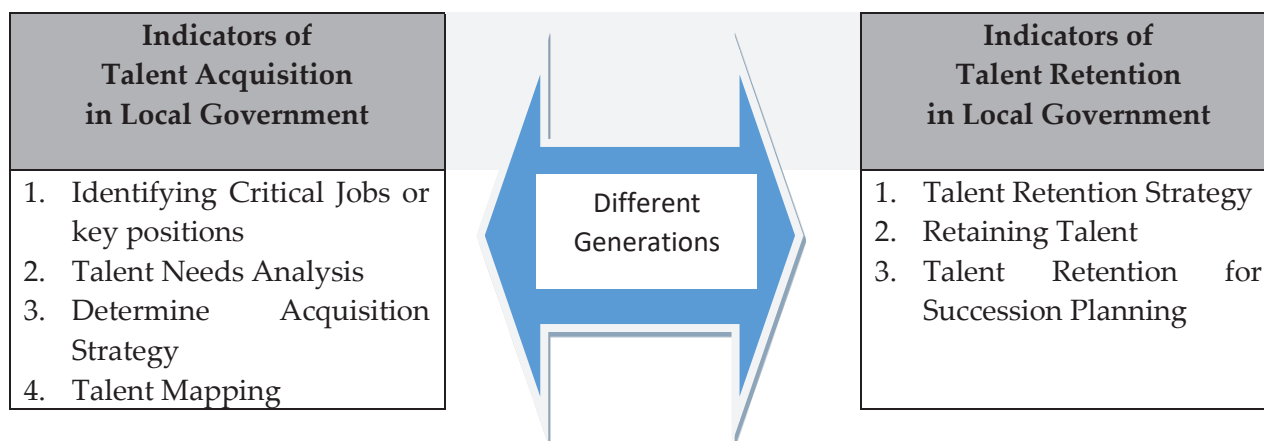
Conceptual Framework

Figure 3 provides the Conceptual framework regarding the Indicators of Talent Acquisition and Talent Retention of Different Generations in Local Government based on some sources of references and regulations.

Methods

This research uses a case study in one of the local governments, namely DKI Jakarta Province because Jakarta is the country's capital and a province building its talent management. In addition, studying talent management in a context of practices cannot be found will be a major flaw. Hence, this paper focuses on DKI Jakarta

Figure 3.
Conceptual Framework Indicators of Talent Acquisition and Retention of Different Generations in Local Government



Sources: Proceed from some references dan regulations

Provincial Government as one of the provinces that are still struggling to build and implement its talent management. Building talent management is one of DKI Jakarta's provincial government priorities.

Moreover, DKI Jakarta is the capital city of Indonesia, the performance of its apparatus, which is 56,727 employees as of May 2022 (2022), is a highlight for citizens and even abroad because its services are felt not only by residents of the capital city but also all Indonesians as well as state guests who visit and enjoy various events that are often held there. In addition, DKI Jakarta is the richest province and manages the largest regional budget reaching more than 72.18 trillion Rupiah (BPS, 2022), with the highest level of employee remuneration in Indonesia. Therefore, the number of employees who apply to this province is quite high, including from ministries, institutions, and other local governments outside DKI Jakarta and outside government agencies. This requires that the implementation of talent management must be increasingly urgent.

The method applied in this study uses mixed, quantitative, and qualitative approaches. In talent management, there is a call to use in-depth quantitative and qualitative research to discover new insights into talent management and retain talent. For the quantitative method, research instruments in questionnaires are prepared based on concepts and theories related to acquiring and retaining talents from various reputable or indexed references. Questionnaires were distributed to employees within the DKI Jakarta Provincial Government using the purposive sampling method. The criteria for informants and respondents have been set as employees who received information about talent management regulations. These employees are structural and functional officials at the Regional Personnel Agency (BKD), Human Resources Development Agency (BPSDM), Assessment Center, and employees who have participated in the talent

management assessment process. It is done to avoid bias in the answers given. In addition, the accuracy of responses to statements in the questionnaire as a measure of the established indicators is correct. Therefore, it can be used to apply talent management in local government. The total number of questionnaires distributed was to 60 respondent employees (30 percent of the total employees who met the criteria specified for respondents) in the DKI Jakarta Province environment, and those who had been filled out and received amounted to 43 respondents or around 56%. Unfortunately, due to confidentiality issues, no (anonymous) name of the data is collected.

The following information describes the characteristics of respondents based on gender, age, and final education as follows:

1. Characteristics of respondents by gender show that the number of male respondents is 11 (eleven) or 25.6%. Meanwhile, female respondents were 32 (thirty-two) or 74.7%, which indicates that female employees dominated respondents in this study. It may be due to the number of employees who manage human resources, such as the Regional Personnel Agency (BKD), the Human Resources Development Agency (BPSDM), and assessors in the Center Assessment Unit in DKI Jakarta Province is dominated by female employees. Including employees who are willing to fill the majority of are women.
2. Respondents based on age, indicate as follows: respondents range from 30 to 40 years old, a total of 35 respondents or 81.40%; from 41 to 50 years old, a total of 6 (six) respondents or 13.95%; and more than 50 years old is 2 (two) or only 4.65%. Thus, respondents are dominated by respondents with an age range of 30 to 40 years, compared to other ages.
3. Respondents based on education backgrounds show that graduated education background of a doctoral degree 4 (four) respondents, or about

9.3%; a master's degree, 28 (twenty-eight) respondents, or approximately 65.1%; and a bachelor's degree 11 (eleven) respondents, or 25.6%. There are no respondents who had a Diploma or High School education background. In conclusion, respondents in this study are dominated officials who knew master's degrees in higher education compared to other educational experiences.

A review of various references is used to obtain indicators from measuring the application of talent acquisition and talent retention. The dimensions and indicators of talent acquisition and retention are obtained from various reference sources and applicable policies related to talent management. Moreover, this study applied a Pearson Product moment correlation between talent acquisition and talent retention that was also employed by other research about talent management (Amushila & Bussin, 2021; Gama, 2020; Gupta, 2020; Kamoche & Leigh, 2022; Mohamed Jais et al., 2021; R N Musakuro, 2022; Rhodrick N. Musakuro & De Klerk, 2021; Neri, 2019; Nzonzo & du Plessis, 2020; Schreuder, 2019; Wolfswinkel & Enslin, 2020).

Questionnaires are distributed to respondents with ten statements related to the Talent Acquisition indicators and eight views of talent retention indicators. The results of each respondent's answers were tested: validity test, reliability test, and Pearson product-moment correlation test. The validity test is carried out to determine the credibility or reliability of the research questionnaire. A questionnaire can be valid if the questions in the questionnaire can reveal what the questions want to measure. If the R-value is more than the R table (at the specified level of significance by 5%), then the statement or item of the questionnaire is declared valid. For example, the R-table for respondents totaling 43 people with a significance level of 5% is 0.301, or with a significance value calculation of <0.05 . It is declared valid.

In addition, to using questionnaires, this study also used data derived from the results of focus group discussions (FGD) and interviews with several structural officials and functional officials, from the Personnel Local Agency Bureau (BKD), as the manager of employee administration and talent management / ASN of the DKI Jakarta Provincial Human Resources Development Agency who carried out competency and talent development. Outside of informants from the DKI Jakarta provincial government are academics from the public administration school, researchers from the National Institute of Public Administration, Commissioners, and Assistant Commissioners of the Indonesian Civil Service Commission (KASN). The results of this qualitative data and quantitative data provide a more in-depth analysis of this study.

Results and Discussion

Table 1 describes the dimensions and indicators of Talent Acquisition, while Table 2 describes the dimensions and indicators of Talent Retention. All these dimensions are based on theory and concepts for formulating questionnaires.

Table 1 describes four dimensions and indicators in implementing talent acquisition. The dimensions and indicators of talent acquisition obtained based on several concepts and theories and performance in local government agencies contribute to the policy literature and management of talent management in the public sector. One of the challenges of talent acquisition for government agencies is the process of attracting talent into government organizations (Drewry & Chan, 2001; Froese et al., 2020; Wu & Liu, 2022). The first dimension is to identify critical work or key positions. Government agencies must establish core and strategic organizational positions before placing important work. For example, DKI Jakarta Province has a new regulation on the Decree of the Governor of the Capital City

Table 1.
Dimension and Indicator of Talent Acquisition

No.	Dimension	Indicator
1	Identifying Critical Jobs or key positions (R N Musakuro & de Klerk, 2021; Schreuder, 2019)	Core and Strategic Position within the organization
2	Talent Needs Analysis (León & García-Saavedra, 2021; Schreuder & Noorman, 2019)	Talent mapping based on Medium and Long-Term Development Plans, including information on the number and types of talent needed by the organization
3	Determine Acquisition Strategy (Alanazi, 2022; Walford-Wright & Scott-Jackson, 2018)	Established an acquisition strategy, which can be used as a database for talent identification, assessment, and mapping nationally.
4	Identifying, Scoring, and Mapping Talent (Al-Haraisa et al., 2021; Mondrus et al., 2020; Swailes, 2020)	Talent identification, assessment, and mapping include performance ranking in the performance status category divided into above expectations, according to expectations, and below expectations.

Source: Obtained from references and primary data.

of the Special Region of Jakarta Number 120 of 2022 concerning Competency Standards for the Position of Associate High Leader and the Position of Pratama High Leader on February 8, 2022. DKI Jakarta Province already has competency standards for structural positions but has not been met for all its critical functional functions.

The second dimension is to analyze the needs of talents. Organizations must provide talent mapping based on the Medium- and Long-Term Development Plans (RPJMN/D), including information on the number and type of skills needed by the organization. The indicators in this second dimension also contribute to the literature, where public sector talent management has not yet been discussed for cases in apparatus resource management in government agencies. Some literature explains talent management with more emphasis on specific sectors, mainly in the

health sector (Adeniji et al., 2019; Mheiri et al., 2021; Mitosis et al., 2021), education (Harun et al., 2020; Matongolo et al., 2018; Wafi et al., 2022), and auditors (Ali & Kasim, 2019; João & Coetzee, 2012; Zainee & Puteh, 2020), etc.

The last dimension in talent acquisition is identifying scoring goals and mapping talent. At this stage, the organization needs to provide performance ratings in the category of performance status divided into top, according to, or below expectations. The output of this final process is the succession plan. However, DKI Jakarta Province is still unable to implement optimally because of the Regulation of the Governor of the Special Capital Region of Jakarta concerning the Career Pattern of Civil Servants.

Table 2.
Dimension and Indicator of Talent Retention

No.	Dimension	Indicator
1	Talent Retention Strategy (Bartrop-Sackey et al., 2022; Deeba, 2020; Made Budiana et al., 2019)	Strategies for retaining talent and implementing talent retention are carried out effectively and efficiently, following applicable regulations.
2	Retaining Talent (Anggraini & Ardi, 2020; Ibidunni et al., 2016; R N Musakuro & de Klerk, 2021)	The method of retaining talent is carried out by job enlargement, job enrichment, and a reward system.
3	Talent Retention for Succession Planning (Rhodrick N. Musakuro & De Klerk, 2021)	The succession plan is a ranked list of employees prioritized in a targeted position shortly or in the future based on the organization's needs.

Source: Proceed from references and primary data.

Table 2 provides information on talent retention dimensions and indicators. The first indicator is a strategy for acquiring talent and maintaining acquired skills effectively and efficiently based on applicable regulations. Bustos (2022) conducted a study at a government agency in Mexico and found that the organization's reputation is one of the main factors that will affect talent retention. Only a few works of literature

discussed talent retention on public employees and indicators of talent retention strategy in government agencies. However, some literature discusses retention talent strategies in private organizations (Ahmić & Aizmić, 2021; Bartrop-Sackey et al., 2022; Osman et al., 2017; Pandey & Patel, 2020; Tsai et al., 2021). This talent retention strategy is quite long and has been widely applied in higher education, various universities, both government and private, one of which is in South Africa (R N Musakuro, 2022) and Ghana (Bartrop-Sackey et al., 2022),

The second indicator of talent retention is retaining talent through various ways, including job enlargement, job enrichment, and reward systems. The provision of rewards is based on the Regulation of the Governor of DKI Jakarta Number 52 of 2018 concerning Awards to Outstanding Civil Servants. This regulation is the legal basis for the selection and determination of outstanding civil servants so that it can motivate them to improve performance and achievement. The findings are not much different from some literature that conveys this concept and is applied in various organizations (Hilliard, 2013; Kashyap & Arora, 2022; Mabaso & Dlamini, 2018; Made Budiana et al., 2019; Negi et al., 2019). This literature underscores managers' understanding of supporting and retaining their talents by crafting exciting development and reward

strategies. However, various works of literature have not found a reward system assessment for talents based on innovation assessment. The choice of exceptional employees is focused on assessing the results of innovations created and their impact. In addition to getting charters and gifts from the governor, great employees get competency development opportunities.

The last indicator for talent retention is to compile a succession plan based on rankings. One of the strategies to retain the best talent in the organization is to ensure future career development (Al-Mohaisen & Al-Kasasbeh, 2021; Jindal & Shaikh, 2021; Mheiri et al., 2021; R. Musakuro, 2022). One of them is to include the best talents in the succession plan for strategic positions in the organization. However, the DKI Jakarta provincial government is still not optimally able to implement this indicator. Developing a succession plan is one of the most formidable challenges for government agencies. It is because the highest leadership of the government is political officials who still have political interests elected officials to support to continue occupying their political positions and support various other attractions and authorities.

Table 3 illustrates the results of the validity test of the Talent Acquisition indicator in the DKI Jakarta Provincial Government. The test results of the research instrument related to the Talent

Table 3.
Validity Results of Sub-Indicators Implementation of Talent Acquisition at DKI Jakarta Province (R-Table 0.301 with significant value <0.05)

No.	Sub-Indicator	Pearson Correlation	Validity
1	DKI Jakarta Provincial Government has a critical position	0,654	Valid
2	Critical positions are determined according to the needs of the organization	0,608	Valid
3	DKI Jakarta Provincial Government conducts talent needs analysis	0,666	Valid
4	Talent acquisition strategy based on the needs of the organization	0,716	Valid
5	Selection of talented employees based on Assessment Center results	0,454	Valid
6	Talented employees mapping based on objective performance appraisal	0,828	Valid
7	Availability of information related to talent criteria	0,886	Valid
8	Talent pool information is available at every level of position	0,881	Valid
9	Qualified employees understand the nine boxes of talent review	0,714	Valid
10	Talent mapping will be implemented using nine boxes talent review	0,614	Valid

Source: proceed from primary data, 2022.

Table 4.
Validity Results of Sub-Indicators Implementation of Talent Retention
at DKI Jakarta Province (R-Table 0.301 with significant value <0.05)

No.	Sub-Indicator	Pearson Correlation	Validity
1	DKI Jakarta Provincial Government formulates a strategy to retain talented employees	0,654	Valid
2	The DKI Jakarta Provincial Government conducts a talent needs analysis to maintain talented employees through job enrichment.	0,608	Valid
3	Retaining talented employees through job expansion	0,666	Valid
4	Retaining gifted employees through awarding	0.716	Valid
5	Retaining talent by including them in the list of succession plans	0.454	Valid

Source: Obtained from primary data, 2022

Acquisition indicator show the validity of 'Valid' in all sub-indicators because the R-table value is more than the calculated R-value. Based on the interview results and the focus of the discussion group, information was obtained that the talent acquisition carried out was still focused on the High Leadership Position (JPT) and the Position of Administrator, as well as structural positions. For functional officials, it is prioritized for employees who have consistently high and outstanding performance assessment results. The competency assessment carried out by the assessment center cannot be done for all employees but will be carried out in stages yearly due to some constraints. These constraints, namely: budget constraints, limited assessor human resources both in terms of numbers and qualifications and competency qualifications, and policies are still being built and formulated that support the implementation of talent management, as well as the development of their talent management information systems.

Moreover, Table 4 shows the results of the instrument validity test for the Talent Retention sub-indicator. Based on development, the instrument is declared valid because the overall value of the R-value is more than the R table, with a significance value of < 0.05. Thus, the statement total of 5 (five) items is stated to be all valid and can be used as an indicator for Talent Retention in talent management in the DKI Jakarta Government Province.

In FGDs and interviews, informants conveyed that DKI Jakarta Province has a policy that strongly supports talent retention. In addition to remuneration and compensation from the financial side, which is quite high, there are also opportunities for competency development that are numerous and open. There is some program for qualification improvement and other development, such as attending domestic and foreign workshops, domestic and foreign scholarships, domestic and foreign training, and domestic and foreign internship programs. It is also conveyed in the internal regulations on talent management. (Peraturan Gubernur DKI Jakarta Nomor 8 Tentang Manajemen Talenta, 2022). Performance appraisal has been connected to an information system-based rewarding system. Furthermore, Table 5 shows reliability test results (Cronbach's Alpha) for variable talent acquisition and talent retention. Based on the results test of reliability. This study's instruments used as measurement tools can be trusted/ reliable. Table 5 shows that the talent acquisition variable has a Cronbach Alpha coefficient value of 0.889, while the talent retention variable is 0.771. Both variables are reliable because Cronbach's Alpha coefficient is > 0.60.

Talent retention is a stage in talent management that is carried out to retain talented employees (Marinakou, 2019a; Ott et al., 2018). Employees included in talent box nine do not have gaps in competence or performance, are always at

Table 5.
Reliability Test Results (Cronbach's Alpha)
for Variable Talent Acquisition and Talent Retention

No.	Variable	Cronbach's Alpha	Reliability
1	Talent Acquisition (X1)	0,889	Reliable
2	Talent Retention (X2)	0,771	Reliable

Source: Obtained from primary data, 2022.

a very high level, and contribute significantly to their organization. The talent retention strategy is very important for the organization to retain its best people, especially those included in the list of employees in the succession plan (Mutanga et al., 2021). Moreover, successors are employees who have been prepared for promotion and occupy critical positions and target positions in the organization because they have met the standards of the managerial, field, and socio-cultural competence for positions/places above them (Jindal & Shaikh, 2021). The performance of the employees also received excellent, high appreciation and assessment because of their real contribution to the organization.

Table 6 presents research questions and recapitulations of respondents' answers as a result of research and studies related to strategies, mechanisms of talent retention, and succession plans. The response from employees and officials in DKI Jakarta Province shows that talent acquisition has generally been implemented following the

current provisions and policies. Identifying and determining critical positions are carried out to provide information about certain situations that will be vacant in the future (Mujtaba et al., 2022). Thus, organizations must prepare for the position through successors in their talent management. In identifying and determining critical roles, the DKI Jakarta Provincial Government has vital functions with a percentage of 83.7%. This critical position was determined according to the organization's needs with a rate of 53.5%; most respondents strongly agreed with both statements.

The importance of the function and role of the assessment center in mapping talents and competencies is conveyed in several publications (Lesenyeho et al., 2018; Mabaso, 2018). DKI Jakarta Province already has its own Assessment Center, so implementing the managerial and field competency assessment process can be carried out independently more efficiently. Moreover, one of the respondents also added that DKI Jakarta Province had developed a talent management information system known as the Talent Pool System. The organization's ability to attract and retain talents is important in maintaining professionalism (Kravariti et al., 2022; Narayanan, 2019; Tlaiss et al., 2017).

Furthermore, the resulting study on talent retention summarized in Table 7 shows that the DKI Jakarta Provincial government has mostly

Table 6.
Response from Respondents on Implementation of Talent Acquisition
at DKI Jakarta Province (in Percentage)

No	Question-Related with	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Determine critical positions	83.7	16.3	0.00	0.00
2	Critical position based on organization needs	53.5	41.9	4.70	0.00
3	Providing analysis of talent needs	53.5	37.20	9.30	0.00
4	Talent acquisition strategy based on organization needs	55.80	37.20	7.00	0.00
5	Talent mapping based on the assessment center	83.7	16.3	0.00	0.00
6	Talent mapping based on performance appraisal	67.4	25.6	7.00	0.00
7	Talent policy and criteria	67.4	18.6	14.00	0.00
8	The talent pool for every level	60.5	27.9	11.60	0.00
9	Understanding 9 (nine) grid talent box	72.1	25.6	2.30	0.00
10	Mapping employees in Nine grid box talent matrix	83.7	11.6	4.70	0.00

Source: Obtained from primary data.

Table 7.
Response from Respondents on Implementation of Talent Retention
at DKI Jakarta Province (in Percentage)

No.	Question-Related with	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Availability talent retention strategy	62.80	37.20	0.00	0.00
2	Talent Retention by job enrichment	34.90	55.80	9.30	0.00
3	Talent retention by job enlargement	32.60	51.20	16.30	0.00
4	Talent retention by rewarding system	62.80	34.90	2.30	0.00
5	Talent retention by entering the best talent as a successor	58.1	41.9	0.00	0.00

Source: Obtained from primary data.

applied indicators of talent retention. The most effective method used to retain talented employees at DKI Jakarta province is through a talent retention strategy and reward system, both financially and non-financial. Financial rewards based on performance with clear output and outcomes are one of the best systems among all local government institutions in Indonesia. Moreover, the non-financial rewarding system puts employees that enter quadrant star into the list of potential successors to be promoted to higher positions. In addition, talented employees can perform enrichment and enlarge jobs/works.

In addition, Table 8 shows the correlation results between the Talent Acquisition variable and the Talent Retention variable got a value of 0.378, which has a positive relationship. Based on the interpretation of the correlation coefficient, the value of 0.378 is at a low level of the relationship. The significance value of 0.015 also stated that it was correlated because of the value < 0.05 . Therefore, there is a low and positive significant relationship between the Variables of Talent Acquisition and Talent Retention, or the hypothesis is accepted. The data also stated that this study's object data used as a sample proved the relationship between Talent Acquisition and Talent Development.

Conclusion

Based on the results of the data analysis that has been carried out, the indicators of talent acquisition and talent retention set out in this study are based on literature and regulation that

Table 8.
Correlations Pearsons Product Moment
Talent Acquisition and Talent Retention at
the DKI Jakarta Province Local Government

		Talent Acquisition	Talent Retention
Talent Acquisition	Pearson Correlation	1	.378*
	Sig. (2-tailed)		.015
	N	41	41
Talent Retention	Pearson Correlation	.378*	1
	Sig. (2-tailed)	.015	
	N	41	43

Source: Obtained from primary data.

the respondents have approved. There is a positive relationship between the talent acquisition stage and the talent retention stage. Furthermore, it shows that the DKI Jakarta Provincial Government is one of the provinces committed to building and implementing talent management. Commitment and support of the leadership of the Governor of DKI Jakarta and his staff in implementing talent management. The development of talent management can be proven by several internal policies issued to support talent management, such as DKI Jakarta Governor Regulation Number 8 of 2022 concerning Talent Management. In addition, the position and competency map integrated into the staffing system has been carried out.

The implementation of employee competency assessments is carried out by the assessment center regularly every year. The application of talent retention is quite effective

through awarding to high-performing and competent employees. Talent acquisition and development continue to be applied periodically by the DKI Jakarta province to build talent management at all levels of structural positions and functional positions. The indicators set significantly contribute to measuring the talent management application in Indonesia, especially for local governments.

Although indicators of talent acquisition and retention can already be identified in this study, in its application DKI Province has not been fully able to carry it out. Therefore, several policy recommendations are provided. First, they continued to prepare the 'Position Competency Standards' or SKJ, especially for administrator and functional positions where the majority are from millennials and generation Xers, until the governor's policy was determined. Second, increasing the number of employees is assessed for competencies with more precise and accurate competency-measuring tools. Third, continue the development of the talent pool and succession plan, not only for high-ranking officials but also for employees, especially talents from the millennial generation and Xers. Fourth, mapping the talent profiles of functional officials in the talent pool for all levels. Fifth, implementing apprenticeship programs for talents and be evaluated to measure their benefits and impact on competency development. Sixth, refining the talent coaching and mentoring policy between superiors and subordinates to meet the competency gaps needed by the organization today and in the future.

This research focuses more on talent policy and management at the talent acquisition and retention stage. Talent development has not been discussed in depth. The next study can discuss policy and direction for the talent development stage in more depth to the indicators of measurement and assessment. This research has limitations because it was conducted in one of the local governments with a fairly large budget and

located in the national capital. Further research can be implemented at other local governments with different characteristics on similar topics to make additional contributions. In addition, the discussion of the succession plan aspect in talent management is still difficult for agencies to realize because there is a conflict of political interest; constantly changing priorities and lack of risk management culture and understanding from the highest officials in the government can be the next study.

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