The Placement of Talent Management: Study on Manajemen Talenta Polri (MTP)

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Abstract

Research on the concept of talent management in the public sector is still rarely done compared to similar research in business organizations. The National Police as part of a public organization that has the National Police Talent Management (MTP) program have also never conducted research related to the application of the talent management, even though MTP has been running for 6 years and problems are still found in its implementation. The application of MTP can be interpreted as a management process system for the regeneration of Polri officers as talent officers through the identification stage of Polri's talents to be determined as talents, then talent grouping, coaching and talent development is carried out and then talent placement. This article will discuss the concept of talent management, especially in the aspect of identifying key positions in the MTP placement pattern, the placement of Polri talent officers in the MTP program as well as the obstacles that occur in the implementation of MTP, especially the talent pool 2018 generation the HR function of the National Police Headquarters and the talents of the 2018 Police Force. The results of the study found 15 talents who had not been assigned to key organizational positions out of 38 existing talents, this will affect the motivation of the talents, as a result there will be a decrease in individual performance and not in accordance with the development plan Police talent. Then, the obstacles in the implementation of the MTP: first, the whereabouts of the talents of the National Police are still not fully known by the direct superiors or indirect superiors in the regional unit. Second, mentoring in the context of supervising and fostering Polri talents has not been optimal. Third, the evaluation process carried out is only administrative in nature, not a comprehensive MTP evaluation has been carried out.

I. Introduction

In an organization, according to (Terry, George R., 1968) in the book *Principles of Management* explains that there are 6 (six) main elements of management to meet the needs of resources (*resources*), namely: *men, materials, machines, methods, money and market*, the fulfillment of the availability *resources* will have an impact on the performance and achievement of organizational goals. Some experts argue that of the six types of *resources* , the HR factor is one of the most important factors in an organization. According to (Renosori et al, 2020) the HR factor is the main factor to encourage improvement efforts in HR management. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021).

Likewise with the National Police, as an organization that has the responsibility to maintain state security, the Police have 3 (three) main tasks as stipulated in the Police Law No. 2 of 2002, namely: protecting, nurturing and serving the community and enforcing the

law. Superior and quality human resources to support the achievement of the organization's goals. According to data from the Police Headquarters Bureau of Binkar SSD, the current number of Polri personnel is more than 450,000 personnel (Source: SIPP Application of the National Police SSDM Bureau Dinkar in 2022). Seeing these conditions, according to (Djamin, Awaludin, 2011) very large human resources require good and quality human resource management so that HR management can run optimally and can attract personnel who have superior talents and can contribute to achieving the goals of the Polri organization.

In addition, the National Police as part of a public institution, which has a mission in providing services to the community must improve their professionalism in their work. The existence of the National Police which is often in direct contact with the community is one of the factors why the Police must be professional in carrying out their work. The National Police must continue to develop with the current situation and conditions of modern society, the Police are required to make improvements to services to the community. The National Police must be able to provide excellent service to the community to support the sustainability of the National Police organization in achieving the organization's goals of providing professional services to the community. These talents will become candidates for future cadre of Polri leaders.

Seeing this condition, the National Police Chief General Drs. Listyo Sigit Prabowo, M.Sc., issued the National Police Chief's priority program in the field of HR, namely, making the Police HR superior in the *police* 4.0 era, one of the items of activity is the management of superior human resources that is humane. The priority program is of course aimed at obtaining Polri personnel who have superior talents, so that it is hoped that there will be a cadre of Polri leaders who are ready to face various kinds of problems that exist in society.

Realizing superior human resources is certainly not easy, one of which can be done through quality human resource management, according to (Del Barrios-Hernández, K. C et al, 2020) that HR management is one of the strategic pillars of modern business management and *resource* the most important company. One of the National Police's efforts to create superior human resources is through the development of the National Police Talent Management (MTP) or *Talent Management*. According to (Dang, NTT et al, 2020) *Talent Management* has a significant relationship with improving employee performance. According to (Vetráková et al, 2020) *Talent Management* is a system that supports organizational development, qualified, high-performing employees, and one of the *resources*.

The application of the MTP carried out by the National Police began in 2017 until now, with *pilot project* taken from officers who graduated from the Police Academy, namely the best ranking of all graduates in 2017 as many as 36 personnel as *talents* that will be developed through the MTP program, then in 2018 as many as 38 personnel as *talents*, in 2019 as many as 45 personnel as *talents*, in 2020 as many as 88 personnel as *talents* and in 2021 as many as 38 personnel as *talents*. The MTP developed by the National Police can be interpreted as a management process system for the regeneration of Polri officers as talent officers through the stages of identifying, retaining, developing and placing talents to achieve organizational goals effectively and efficiently. These Talented Officers are graduates who already have superior competence and performance which will then be carried out with proper guidance and development based on the career development system in the National Police (Danandito, 2018).

Police talent development is the stage where talent officers take part in training programs, development education and assignments within the country or abroad that have been designed by the organization for accelerated development programs so that these talents are worthy of being a National Police leader in the future. This talent development activity must be carried out for all talents who are members of the talent *pool* to ensure they have access to training programs, experience enrichment, and independent learning according to the needs of each talent. This is of course in line with the opinion (Venkateswaran, 2012) that *Talent Management* is a system that is not only limited to how the organization is able to recruit the best people to work in the organization, but an organization must find, hire, and develop talent to stay together in the organization. and how to assign positions to them while ensuring that they meet organizational criteria or standards.

Several studies related to the application of *talent management* have been carried out by practitioners and researchers, however, *talent management* has focused more on the private sector, while in the public sector, research on *talent management* has focused more on education and health. In Indonesia itself, research related to *talent management* in the public sector has only been carried out since 2020, after the issuance of Permenpan RB No. 3 of 2020 concerning Talent Management for State Civil Apparatus, such as research conducted by (Suparman, Rahmat, et al 2021) on readiness of local governments in implementing talent management policies in the provinces of East Kalimantan and North Kalimantan. While in the National Police, research related to *talent management* has never been carried out, even though the MTP program has been running for 6 years, starting in 2017 until now. Therefore, research on *talent management* in the National Police is very important to do, to see how the implementation of MTP is carried out by the Police, especially in the aspect of identifying key positions or strategic positions in the MTP placement pattern, so in this paper, we will discuss how the mechanism for the placement of officers is Polri's talent in the MTP program as well as various obstacles that occur in the implementation of MTP.

II. Review of Literature

The concept *talent management* was first introduced in 1990, the term *talent management* has received a lot of attention from various circles, both practitioners and researchers. A comprehensive literature review of the notion of *talent management* conducted by (Ashton & Morton, 2005) reveals that there is no single general definition of *talent management*. Meanwhile, according to CIPD in (Mensah, 2015) based on a survey by Tower Perrin, it shows that there is no same definition regarding *talent management*, the definition adopted depends on the business strategy of the organization or company, type of company and also other factors within the company. Even the implementation of *Talent Management* in the private sector will be very different from the public sector depending on the vision and mission as well as the organization's strategy.

In a 1997 study entitled "*War of Talent*" conducted by McKinsey & Company, in his research revealed several facts, one of which was limited company growth due to inadequate staff, the company will lack talented leaders in 5 (five) years. In the future, companies will lose an average of 30% of their executive staff and (40-50%) talented executives will be hijacked by outside companies. Finally, with these conditions, having a talent management system for employees is very important because HR is an important capital for the company to survive (*sustain*). In this context, the term *Talent Management* emerged as a human resource management process and continues to grow to this day.

Then, according to (Schweyer, 2004) in (Bani-Hani, JS, 2021) that *Talent Management* has a cycle that includes three main areas: talent identification and absorption, talent maintenance, and talent development. Having talented human resources is very important for organizational success (Daneshfard et al., 2016) in (Hamad, ZMM, 2019) *Talent Management* as a facilitator of organizational intelligence. Then according to (Vetráková et al, 2020) *Talent Management* is a system that supports the establishment of a high-performance organization (*High Performance Organization*), qualified, high-performing, and reliable employees represent one of the most important resources of the organization. This is in line with the opinion (Dang, NTT et al, 2020) *Talent Management* has a significant relationship with improving employee performance. By having talented employees, speed, agility and maturity in thinking can help in the process of making good decisions.

In addition, according to (Collings, DG & Mellahi, K, 2009) views *talent management* as an activity and process that involves the systematic identification of key or strategic positions that contribute to the organization's competitive advantage, the development of a high potential talent pool is then directed to hold strategic positions in the organization. In this regard, it is important to note that key or strategic positions are not always limited to the top management team but also include key or strategic positions at lower levels and may vary from organization to organization. This is of course in line with (Smilansky, 2006), (Sparrow, 2007) and (Stahl at. All, 2007), that after identifying the talent position (*talent mapping*) within an organization, the key to a strategic talent management system is the development of a *talent pool* to fill strategic positions in the organization.

Furthermore, a 2007 study of 40 global companies found that almost all of them identified that the lack of sufficient *talent pipelines* to fill key or strategic positions within the organization, would limit *talent* to develop their potential (Ready & Conger, 2003). 2007). Furthermore, in this study, the definition of *talent management* refers to the notion of *talent management* according to Pella and Inayanti, that *Talent Management* is a process carried out by an organization to ensure that key positions in the organization are filled by talents in the *talent pool* and (Capelli, 2009) that *Talent Management* is about finding the right people with the right skills in the right positions.

III. Research Method

The research method approach used by the author in this study is a qualitative approach. According to (Cresswell, 2016) a qualitative approach is a way to investigate, explore and understand the importance of meaning related to social problems. In line with that, the authors in this study used the type of case study research, according to (Bloomberg & Volpe, 2008) case study research is best done to gain an in-depth understanding of an organization. Case studies are used in various disciplines to gain an understanding of a focused situation to contribute to a theory (Yin, 2003). To explore perceptions related to the practice of Talent Management within the Polri organization, the authors chose a case on the application of MTP for the 2018 batch, which focused on how the placement of Polri talent officers in the 2018 MTP program and the various obstacles that occurred in the implementation of the MTP.

Furthermore, the data sources in this study used primary data and secondary data. Primary data sources use in-depth interviews with several informants related to MTP and secondary data as supporting data through document review (Kapolri Regulations, and meeting reports and other supporting data). Then, the data analysis technique refers to

Creswell (2014), with six steps, including: 1. Processing and preparing data; 2. Read the entire data; 3. Analyze in more detail by coding the data; 4. Implement a coding to describe the things to be analyzed; 5. Shows descriptions and themes in qualitative narratives or reports; and 6. Interpreting the data.

IV. Results and Discussion

4.1 MTP Overview
a. Definition of Police Talent Management (MTP)

In Perkap No. 3 of 2019 concerning Police Talent Management (MTP), the definition of MTP is the process of managing Polri's talents through the stages of talent identification, talent determination, talent development, talent development , talent assignment, and talent termination for the cadre of prospective Polri leaders. In Perkap No. 3 of 2019 it is also defined related to the notion of Polri Talent is every Polri personnel with advantages or has superior potential *(Talented People)*. In general, the definition of *Talented People* is that people have skills, abilities, or even talents that enable them to operate in a highly efficient manner that sets them apart from other employees. *Talented People* should be understood as people who have extraordinary potential. According to Renzulli's most widely cited and practically applied model, *Talented People* consists of several components, as follows (Sękowski, 2004) in (Maślanka-Wieczorek, B., 2014): 1) Above average abilities; 2) Creativity; 3) Commitment to work. In summary, the concept of Polri talent used refers to: definition of *Talented People* which refers to individual potential possessed by personnel and superior potential to be developed by the organization.

b. Police Talent Search

The National Police talent search process is carried out through internal recruitment of the National Police, the recruitment is carried out through the stages of Identification of National Police talent with tracking, evaluation, and selection mechanisms. The National Police talent identification process consists of several categories, first for Police Academy graduates are taken from the highest score of 15% per class at graduation, second for graduates of the Source Police Inspector School (SIPSS) are taken from the best graduates of each study program, third for the graduates of the National Police Officer are taken of the best graduates as much as 2% of each graduating class. After the determination, the talents are then included in the *talent pool*, which is then carried out *talent mapping* using the *assessment test*, this aims to see the competency gaps possessed by the talents, whether they are in the very potential, potential, or not potential categories based on the 9 *box system*. *Talent mapping* is carried out to determine the percentage of competency and performance maps of Polri's talents. The mapping is aimed at various needs, such as a strategy for developing talents who have weak or minimal competency and performance gaps. Furthermore, the grouping of Polri talents in the *talent pool* that has been assessed is differentiated based on 2 (two) categories: first, the group with the highest potential is the highest 25% ranking and second, the remaining 75% is the group categorized as potential.

c. The MTP Guidance and Development Process

In the MTP coaching stage based on what is stated in Article 12, Perkap No. 3 of 2019 regarding MTP, MTP development activities consist of directing talents, *mentoring* carried out by appointed mentors, mental and spiritual development and finally examination of the physical form of the health of the talents. The implementation of MTP activities is adjusted to where the talents work, both those who serve at the National Police

Headquarters and those who work in regional units (Satwil). The HR supervisory officer is responsible for providing direction to mentors and talents at least once a year, both related to talent development and talent evaluation.

As for mentors in the implementation of *mentoring* , direct appointments are made by Kasatker or Kasatwil depending on where the talents of the Police are assigned in the same area. The forms of *mentoring* carried out include, among others, mentors actively communicating with Polri talents either directly or through communication media, mentors are required to know the curriculum vitae of Polri talents and the address of residence of Polri talents. In addition, the talents of the National Police are required to meet with mentors once a week and share their service experiences and the problems they face. The *mentoring* carried out by the National Police is one of the retention processes in the *Talent Management*, namely to maintain their talents. The concept of mentoring in *talent management* has also been studied by (Younas, M., & Bari, MW, 2020). In the research journal they studied, it was concluded that three *Talent Management*: *mentoring*, strategic leadership, and social media had a significant effect on the intention to remain in the company, the *mentoring* had a positive effect on the retention of Generation Y employees. *Mentoring* is a development tool for effective individual/career for employees (Mullen, EJ., 1994).

Furthermore, the development stage of Polri's Talent Management is defined in Perkap No. 3 of 2019 regarding MTP, in Article 15, namely, increasing the ability of Polri's talents to prepare them to fill structural and functional positions. Forms of MTP development include: education and training. Those who are members of the talent group get priority to take part in training at home and abroad if they fall into the category of talent with great potential. In addition to these priorities, Polri Talents also receive training in the field of coaching and operations carried out by the National Police or outside the Police. Furthermore, at the development stage, talents are required to prepare *an Individual Development Plan* (IDP), conduct *On the job Training* and *Off the job Training* accompanied by mentors.

IDP is a development training plan for *talent* created by *talent* together with a mentor. IDP is designed to ensure systematic, effective and efficient competency capacity development for talents to enhance their abilities. Then, the IDP has agreed on matters for the development of competent officers in preparation to fill higher structural positions or other positions deemed strategic by the Police. There are several important things in the IDP, which must be considered, first is the professional/motivational goal, in this column the talent officer must write down the professional growth and career aspirations of the talent. What is the main goal to be achieved? and what motivates the talent officer to achieve it?. Second, talent or strength, meaning that talents are asked to fill in their main competencies that are related to the position occupied, Third, what development opportunities, knowledge or abilities do talents need to improve in order to achieve individual goals?, and fourth, what are the actions what did the talent officer think?, consider? and know all about himself?.

Then, *off the job training* is training that is used to gain skills and knowledge which is carried out at a separate time from their regular working time to do work/tasks, the focus of education and training is prioritized on Initiative Competence and Service Orientation (OPP) competencies. After carrying out the training, it is hoped that the Talent Officers will be able to know how to provide excellent service to customers and provide services that satisfy customers. This training also equips *talent* with personal skills to help people become comfortable, loyal and enthusiastic customers. In addition, this training will explain how to respond to customer complaints, and complaints will be a tool to improve

service. Furthermore, the implementation of training in the workplace (*on the job training*). This training can be combined together with carrying out the duties and responsibilities of a particular position (studying the work and carrying out the actual work). The result achieved is that talents can enrich competencies such as leadership and communication.

4.2 Placement of talents of the National Police Police

HR as a work unit that is responsible for the placement of talents, has a very vital role to place talents in certain key or strategic positions to then measure the ability of members according to their expertise and match their competencies with the task. and obligations in that strategic position. Based on data obtained from the HR Binkar Bureau at the National Police Headquarters regarding the assignment or placement of talents who are members *talent pool*, as follows:

Table 1. List of position recaps for 2018 MTP members

No	Position	Total	Percentage (%)
1	Kasat (HeadUnit), Kanit (Head of Unit), and Kasubnit (Head of Unit)	17	44.7%
2	Kapolsek (Head of Sector Police) and Kaurbinops (Head of Operations Development Affairs)	5	13.2%
3	Danki (Company Commander)	1	2, 6%
4	Pamin (Administrative Officer), Panit (Unit Officer) and Pama (First Officer).	15	39.5%
	Total	**38**	*100%*

Source: Baginfopers Robinkar SSDM Polri Headquarters

From the data above, it is known that not all members *talent pool* get placements in key positions or strategic positions in the Polri organization, of the 38 talents, there are 15 talents who are still serving in the positions of Pamin (administrative officer), Panit (unit officer) and Pama (first officer) or if in percentage there are 39% of talents who have not been placed in strategic positions. Of the 4 (four) categories of positions listed in Table 2, the positions of Pamin, Paint and Pama the scope of tasks carried out are almost 75% related to administrative management, such as making correspondence or preparing activity reports, whereas in contrast to positions such as Head of Office, Head of Office , Kasubnit, Kapolsek and Danki, those who sit in these positions have more authority, in terms of making decisions. This will certainly affect the competency development of the Polri talents, because these talents have served 5 (five) years of service, starting in 2018 to 2022, the assumption is that they have served 5 (five) years and of course have received training and competency development specifically in the MTP program but have not yet been placed in a strategic position at their rank level.

According to (Pella & Inyati, 2011) the scale of success in *talent management* depends on the number of key positions filled by talent, furthermore, according to (Pella & Inyati, 2011) one of the principles of talent management is to aim to create a group of talents who are ready to occupy top positions. In various organizational units, according to (Collings & Mellahi, 2009) *talent management* is a process that involves developing a talent pool and ensuring their commitment to the organization by developing a personnel architecture that makes it easy for talents to fill strategic positions according to their competencies.

4.3 The role of Talent Management in Building Superior Human Resources

Based on the results of the research, the talents who are members of the talent *pool are given* the challenge to occupy key positions in the Polri organization, even though they are at the lowest leadership scale in the National Police in accordance with the rank of the talents. , such as Kanit (Head of Unit) or Kapolsek (Head of Sector Police), this aims to develop the leadership competence of Polri talents in terms of decision making and enrich training that is *on the job training,* because Polri talents who are fostered and developed are now candidates - future police leadership candidates. With these conditions, of course, it will affect the motivation of Polri talents, which results in a decrease in individual performance, because they will assume that in terms of career development at the beginning they will get priority, but in reality in the field these priorities cannot be implemented consistently.

According to (Capelli, 2009) talent management is concerned with finding the right people with the right skills for the job in the right position. After the *talents* are placed in the right positions or key positions in an organization, the talents will be challenged in the duties and responsibilities of the positions they carry. These challenges are part of the talent development process to increase competence and improve talent performance. With an increase in individual performance, it will indirectly improve organizational performance and build superior human resources. This is confirmed by (Pella & Inyati, 2011) that superior HR is influenced by the implementation of Talent *Management* . Then, this is reinforced by research findings from (Mensah, 2015) that there is a positive relationship between talent management and employee performance, which in turn will improve the performance of the organization.

Furthermore, research from (Khatri, P, et al, 2010) states that talented people can work faster, work harder, and have artistic value. People who work according to their talents will be able to contribute to the innovations developed by the organization and strengthen organizational power. Based on a number of existing studies, it can be concluded that talent management has an influence on the development of superior human resources in the organization.

4.4 Obstacles in the Implementation of MTP
a. The existence of Polri Talents

The MTP program which is run by the National Police, has not been maximized until the regional unit (Satwil), it is still found that the whereabouts of the talents of the Police are not known by direct superiors or indirect superiors. For example, when one of the talents is serving at the Polsek, the Head of Police as his superior does not know if the member is included in the MTP program, so that this will hinder previously designed programs, especially talent development that is *on the job training*. The assumption is that if the immediate supervisor finds out that a member is included in the MTP program, of course, the direct supervisor will provide more challenges in his work to spur higher performance which will then have an impact on the development of these talent competencies.

b. Implementation of Mentoring

Mentoring in *activities* the context of supervising and fostering Polri talents carried out by mentors specially appointed by HR function officials according to the placement of Polri talents have not been optimal, due to several reasons, firstly, due to limited time and place (when a mentor appointed to serve at the National Police level) Polda and Polri talents serve at Polsek, which can be tens of kilometers away, so this creates distance, as a

result, mentoring activities to control and develop Polri talents are hampered). Second, the mentors appointed on average have strategic structural positions, if the workload is calculated, they are classified as busy positions, such as Head of Criminal Investigation Unit, Head of Intelligence and Head of Traffic, who are busy completing their daily tasks, resulting in assumptions. Because of the busy schedule, the *mentoring* that has been designed cannot run optimally and even more extreme, the assessment carried out by the mentor is only a formality.

c. Implementation of Evaluation

One indicator of the success of the MTP is an increase in the ability of the talents of the National Police, which in the end, these talents are ready to be placed at the top of the organization. To achieve this, of course, it is necessary to periodically evaluate the effectiveness and efficiency of the development programs that have been designed. But what happened in the MTP program, the evaluation carried out was only administrative in nature, the evaluation should be carried out comprehensively and comprehensively, so that an ideal formulation was obtained for the improvement of the MTP program. The evaluation was carried out to obtain solutions to various important issues related to program effectiveness in order to obtain a more strategic policy direction.

V. Conclusion

The MTP program at the National Police is a process of managing the talents of the National Police through the stages of talent identification, talent determination, talent development, talent development, talent assignment, and talent termination in order to meet the needs of future Police leadership cadres. The development and training of Polri's talents is aimed at improving the skills, competencies and skills of the talents, which aims to prepare them to fill key positions in the organization. Based on the results of research conducted in the talent *pool* , it was still found that 15 Polri talents had not been assigned to strategic positions, this of course would affect the motivation of Polri talents, which resulted in a decrease in individual performance and was not in accordance with the Polri talent development plan. which exists. Placement of talents in the right positions or key positions in an organization, is part of the talent development process to increase their competence and improve the performance of the talents. With an increase in individual performance, it will indirectly improve organizational performance and build superior human resources. Furthermore, the obstacles in the implementation of the MTP: 1) it is still found that the whereabouts of the existing Polri Talents are still unknown to the direct superiors or indirect superiors in the regional unit; 2) *Mentoring* in the context of supervising and fostering Polri talents have not been optimal; 3) The evaluation process carried out is only administrative in nature, a comprehensive and comprehensive evaluation has not been carried out.

Recommendation

First, the National Police need to re-evaluate the process of placing the 2018 National Police talents, because this will affect the National Police talent development process and will reduce the motivation of the National Police talent participants. Second, to get the ideal formulation for the improvement of the MTP program. Police must conduct a thorough and comprehensive evaluation. The evaluation was carried out to obtain solutions to various important issues related to program effectiveness in order to obtain a more strategic policy direction.

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