

Implementation of Employee Mapping in the Regional Apparatus of the Buleleng Regency Government

I Made Nindya Hutama¹, Putu Indah Rahmawati², I Nengah Suarmanayasa³

^{1,2,3}Management Science, Universitas Pendidikan Ganesha, Indonesia

madebynindya@gmail.com, indah.rahma@undiksha.ac.id, nengah.suarmanayasa@undiksha.ac.id

Abstract

In the structure of regional apparatus, there are individuals who play an important role in achieving organizational goals who fill critical position formations in the organization, but sometimes not all critical position formations in regional apparatus are filled which have an impact on the implementation of the duties and functions of regional apparatus. Employee mapping as one of the stages in talent management also contributes to the achievement of talent management goals. This study aims to analyze the implementation of employee mapping, identify obstacles in the implementation of employee mapping, and formulate strategies for implementing employee mapping in relation to employee career development in regional apparatus within the Buleleng Regency Government. This type of research is descriptive qualitative research, data collection is carried out by semi-structured interviews with selected (purposive) informants in regional apparatus whose critical position formations are not fully filled, field observations and secondary data collection from documents related to staffing in regional apparatus. Data analysis was carried out using the Miles and Huberman data reduction method. The research formulates a strategy for implementing employee mapping which consists of providing regional regulations governing the implementation of talent management, providing facilities for competency testing and employee assessment, as well as optimizing the personnel information system.

Keywords

employee mapping; regional apparatus; implementation



I. Introduction

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). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The shift in understanding related to human resource management has an impact on the implementation of human resource management (HR) both in the public sector (government) and the private sector. The previous understanding that viewed human resources as resources that would run out later turned into an understanding that human resources are organizational assets that must be maintained and developed (Krissetyanti, 2013). In human capital management, labor is assessed as a dynamic asset whose value can continue to rise, so any costs incurred for its management are considered as an investment (Diniati et al., 2018). Regional governments periodically carry out employee transfers as

an effort to meet the needs of critical positions in regional apparatus that play an important role in achieving organizational goals, especially for high leadership positions, administrators and supervisors, but sometimes the implementation of mutations leaves critical position formations unfilled in regional apparatus. Not filling all critical position formations in regional apparatus after the transfer is not in line with the implementation of talent management which aims to ensure the availability of talent supply to align the right ASN with the right position at the right time based on the strategic objectives, mission and vision of the organization as mandated in the Ministerial Regulation PAN and RB Number 3 of 2020.

II. Review of Literature

Preparing competent successors for organizational continuity is still a problem in both private and public organizations. One of the main challenges in the war for talent is how to get the right employees with the right qualifications and at the right time (Klett & Wang, 2013). Successors are expected to have qualifications that are in accordance with the target position and must be ready at the right time to be able to answer the increasing challenges of serving the community. Talent management as a new approach to employee management in public organizations has actually been implemented by private companies where talent management is carried out to provide benefits in terms of operational efficiency and effectiveness (Nagesh et al., 2017). Groves in (Endratno, 2017) states that talent management is a series of processes related to development strategies, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating, and maintaining talented employees through various initiatives. To be able to determine the feasibility of these candidates, it is necessary to carry out an identification process for the existing candidates. This identification process is a talent mapping which is an action to examine personnel with certain criteria to build a profile of each candidate. Davies and Davies in (Isa et al., 2018) state that in the process of identifying talent, it includes identifying key personnel who are able to create and fulfill organizational goals. The purpose of the employee mapping process will later be able to provide a predictive picture of the talent performance itself both for now and for the future (Novianto & Artiawati, 2019). Beheshtifar and Kamani-Fard further stated in (Novianto & Artiawati, 2019) that this action provides a valuable overview and also provides an understanding of what activities are to be carried out on the candidates. Talent mapping is also to bridge between the need for talent and the availability of talent (Isa et al., 2018).

III. Research Method

The study used descriptive qualitative methods with primary data collection conducted through semi-structured interviews and secondary data collection was carried out through field observations and data collection from documents related to staffing in regional officials. Informants came from regional apparatus whose critical position formations were not fully filled as well as regional apparatus handling personnel in the November 2021 period. Data analysis used the Miles and Huberman analysis method which included data collection, data reduction, data presentation, and drawing conclusions.

IV. Results and Discussion

The overall implementation of employee mapping in regional apparatuses uses rank and performance indicators as the main indicators, although there are regional apparatuses that add education and tenure indicators as additional considerations in mapping candidates in regional apparatuses, as shown in table 1 below:

Table 1. Employee Mapping Indicators

Proposal Indicator	Informant
Rank	I1, I2, I3, I4, I5, I6, I7, I8, I9, I10
Performance	I1, I2, I3, I4, I5, I6, I7, I8, I9, I10
Educational background	I3, I5, I6, I9
Working period in regional apparatus	I6, I9

Performance is assessed based on the value of the employee performance target (SKP) which includes the achievement of performance targets and work behavior with a weight of 70% for achieving performance targets and 30% for employee work behavior. The achievement of performance targets takes into account the completion time, the amount of the budget, and the suitability of the target in accordance with the performance agreement between the employee and his/her direct supervisor, while work behavior includes aspects of service orientation, work initiative, commitment, cooperation, and leadership. Employee performance values are grouped into very poor, lacking, sufficient, good, and very good. The implementation of mapping with indicators of rank and performance at regional apparatuses, if illustrated, will produce groups as shown in table 2 below:

Table 2. Illustration of Employee Mapping in Regional Apparatus

	Very less	Not enough	Enough	Well	Very good
Fulfill	2	4	6	8	10
Not Fulfilled	1	3	5	7	9

The ideal condition expected from this mapping is the availability of employees in boxes 8 and 10 to fill critical positions and employees in boxes 7 and 9 as successors, but in fact there is a critical position vacancy which means there are no employees in boxes 8 and 10 or even in box 6 to fill critical positions in regional apparatus. The efforts of regional officials to provide employees to fill in boxes 6, 8, and 10 through employee acquisitions are constrained by limited access to employee profiles in other regional apparatuses.

The selection of rank and performance indicators in employee mapping is an implication of the suboptimal implementation of regional apparatus in implementing job analysis as a reference in filling critical positions in regional apparatus. Aspects of other job requirements that are already available in the job analysis which include training to be followed, skills that must be possessed, work experience, talents, work temperaments, and interests have not been optimally utilized to find candidates who fit the needs of critical positions. The data on the rank and level of education of employees owned by the regional apparatus are not sufficient to be the basis for consideration in employee development as an effort to maintain the availability of employees with good and excellent performance when their rank has fulfilled the requirements. The paradigm shift in employee

development stated by McKinsey in (Irfan, 2020) deserves scrutiny. The old paradigm which assumes that employee development will work by itself must be changed to a new paradigm that views employee development as an important part of the organization, as well as the paradigm that only poor performing employees need development must be changed to an understanding that every employee needs development according to their needs.

Employee mapping aimed at obtaining actual and comprehensive employee profiles requires mapping on the potential side of employees as stated in the Regulation of the Minister of PAN and RB Number 3 of 2020

In this employee mapping, the potential side of the employee is stated as the potential ownership or hidden ability of the employee that allows him to develop and apply the competencies needed in the position where the measurement is carried out through an assessment center, competency test, track record of position, and other considerations as needed. The assessment process is carried out to measure the potential possessed by employees which includes intellectual abilities, interpersonal skills, self-awareness, critical and strategic thinking skills, problem solving abilities, emotional intelligence, ability to learn quickly and develop themselves, as well as employee motivation and commitment. Employee competence is translated into technical competence, managerial competence, and socio-cultural competence. Aspects of technical competence will differ according to the technical specifications of the position, while aspects of managerial competence and socio-cultural competence for all positions are the same. The managerial aspects include integrity, cooperation, communication, results orientation, public service, self and other development, managing change, and decision making. Aspects in socio-cultural competence are aspects of the nation's glue. The assessment of each aspect of competence is then grouped into different levels according to the level of critical positions, the higher the level of critical positions, the higher the level of competency value required. The relevance between competency aspects and employee behavior assessment aspects illustrates that efforts to improve performance are closely related to improving employee competencies. The influence of employee competence is in line with research conducted by (Awasthi & Sharma, 2016) which concluded that mapping of employee competencies is very important in developing employee competencies which will have an impact on overall company performance and growth. Research conducted by (Nagesh et al., 2017) also states that employee competence has an effect on performance and has an impact on company efficiency

Employee mapping is part of the overall implementation of talent management so that the obstacles that arise in the implementation of employee mapping as described above are also related to the implementation of other stages in talent management. The selection of mapping indicators in the form of performance and rank, according to the informant, departed from the need and availability of data in regional apparatuses related to the not yet optimal implementation of job analysis by regional apparatus and limited access to employee data, in fact it is not a phase of employee mapping but has an impact on the implementation of employee mapping so that strategy formulation needed to optimize the implementation of employee mapping must be carried out thoroughly.

The formulation of the strategy for implementing employee mapping includes: (1) Provision of regional regulations that become a reference for regional officials in implementing talent management, including the implementation of employee mapping in it. This regulation will become the standard for implementing talent management in the regions so that there will be no more variation in indicators in filling critical positions and implementing employee mapping. Regional regulations will also be an affirmation of the

local government's commitment to implementing talent management in accordance with regional needs. Regulations in the regions should emphasize what must be prepared by the regional government or regional apparatus in the implementation of talent management in general, including the implementation of each stage. Affirmations related to job competency standards that regulate and standardize competency standards for each level of position, the mechanism for implementing employee mapping, and forms of employee development must be regulated in regional regulations tailored to the needs of local governments. Regional regulations must emphasize the preparation of the required infrastructure, including job competency standards, career patterns, competency measurement methods and employee data standards.

The provision of regulations in the regions to ensure the implementation of talent management in local governments is in line with previous research by Suryanto (2019) which stated that the implementation of talent management in the Ministry of Finance and the Central Java Provincial Government went well due to regulations in the agencies that regulate the implementation of management talents and their stages. (2) prepare facilities for conducting competency tests and assessments for all employees. The implementation of the competency test is mandatory because through the competency test the employee competencies are identified, assessed, and then grouped based on their readiness referring to the competency needs of the position which consist of technical, managerial, and socio-cultural competencies. The need for competency tests is increasingly significant at this time in line with the implementation of equalizing positions at supervisory level to young functional officers who require competency tests for each promotion, in contrast to high leadership positions (JPT), administrators and supervisors which are still running regularly. The implementation of competency tests is carried out in stages with consideration of the priority needs of employee career development (3) Optimization of the personnel information system so that it can become a source of data that is accurate, fast, and accessible to all employees. Information related to ASN profiles and data on currently/will be vacant positions must be available in real time and accessible to all employees which will facilitate the distribution of employees and show the transparency side of talent management implementation. The provision of ASN information systems in the implementation of talent management is in line with research conducted by (Purwoko, 2018) which concludes that the accuracy and updating of employee data in the ASN SI determines the speed and accuracy of policies taken, including decisions in leadership succession.

V. Conclusion

This research with a focus on the implementation of employee mapping on regional apparatus within the scope of the Buleleng Regency Government resulted in the following conclusions: (1) There are variations in indicators used in the implementation of employee mapping in regional apparatuses although in general employee mapping refers to the performance side of employees, (2) Constraints The problems faced in the implementation of employee mapping are the unavailability of regional regulations governing the implementation of talent management, the unavailability of facilities for conducting competency tests and employee assessments and the non-optimal existing employee information system, (3) Strategy for implementing employee mapping in relation to employee career development includes the provision of regulations in the regions related to the implementation of talent management, conducting competency tests and assessments for all employees, and optimizing the existing employee information system.

References

- Awasthi, S., & Sharma, R. C. (2016). Employee Development through Competency Mapping: A way ahead for Organizational Growth. *International Journal in Management & Social Science*, 4(6), 260–270.
- Diniati, I., Komariah, A., & Kurniady, D. A. (2018). Implementasi Talent Management Dan Motivasi Kerja Implikasinya Pada Kinerja Pegawai Direktorat. *Jurnal Administrasi Pendidikan*, 25(2), 294–306. <https://doi.org/10.17509/jap.v25i2.15643>
- Endratno, H. (2017). Talent management Dalam Meningkatkan Kinerja Organisasi. *The Nonprofit Human Resource Management Handbook: From Theory to Practice*, 122–141. <https://doi.org/10.4324/9781315181585>
- Irfan, M. (2020). Mewujudkan Sistem Perencanaan Suksesi Nasional Melalui Pembangunan Manajemen Talenta di Lingkungan Instansi Pemerintah. *Civil Service*, 14(Juni), 55–68.
- Isa, A., Ibrahim, H. I., Jaaffar, A. H., & Baharin, N. L. (2018). Talent management practices, perceived organizational support and employee retention: Evidence from Malaysian government-linked companies. *Global Business and Management Research*, 10(3), 688–696. <http://search.proquest.com.ezaccess.library.uitm.edu.my/docview/2159620684?accountid=42518>
- Klett, F., & Wang, M. (2013). Editorial: The war for talent: Technologies and solutions toward competency and skills development and talent identification. *Knowledge Management and E-Learning*, 5(1), 1–9. <https://doi.org/10.34105/j.kmel.2013.05.001>
- Krissetyanti, E. P. L. (2013). Penerapan Strategi Manajemen Talenta Dalam Pengembangan PNS. *Jurnal Kebijakan Dan Manajemen PNS*, 7(1), 1–15.
- Nagesh, P., Kulenur, S., & Jagadeesh, K. (2017). Employee Competency Mapping. *SDMIMD Journal of Management*, 8(2), 1–5. <https://doi.org/10.18311/sdmimd/2017/18058>
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Novianto, M. H., & Artiawati. (2019). Strategi Identifikasi Dan Pemetaan Talenta Pada Branch Manager Sebagai Bagian Dari Sistem Manajemen Talenta. *Jurnal Psikologi Sains Dan Profesi (Journal Psychology of Science and Profession)*, 3(1), 21–30.
- Purwoko, A. P. (2018). Perencanaan Suksesi Dan Sistem Informasi Aparatur Sipil Negara. *Civil Apparatus Policy Brief*, 017, 1–4.
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 1, Page: 276-286.
- Suryanto. (2019). Konsep Manajemen Talenta Di Sektor Publik : Studi Kasus Penerapan Manajemen Talenta Di Kementerian Keuangan dan Pemerintah Provinsi Jawa Tengah. *Civil Service Journal*, 13(2), 63–72
- Werdhiastutie, A. et al. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 2, Page: 747-752.