FE-LEAD : AN EXPLORATION STUDY TO CREATE FUTURE LEADERS IN GOVERNMENT AGENCY THROUGH TALENT MANAGEMENT

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Abstract

This research aims to explore an integrated model related to mechanisms or operational standards for the leadership succession planning system through developing talent management theory and analyzing Indonesian Government Agencies that can be involved in implementing the succession planning system. The research is qualitative through comparative studies and literature reviews in the form of regulations related to managing state civil servants (ASN) using an exploratory, and descriptive analysis method. The findings in this research are that the government can optimally implement the operational mechanisms or standards to build an integrated succession planning system through talent management in each government agency. The results of this research recommend that the succession planning system be an urgent element to be realized immediately and to create future leaders who are professional, dignified, and able to become the central axis in the wheels of a future government.
Keywords: *Succession Planning Systems; Talent Management; Government Agencies; Future Leaders*

JEL classification: *J54, M12, M54, O15*

INTRODUCTION

Government officials or bureaucracy play a key role in the past, present, and future national development process. The development successes that the Indonesian nation has achieved result from implementing a series of development policies, in which the bureaucracy has provided the most significant contribution (Wajdi et al., 2023). Thus, the role of bureaucracy occupies a strategic position in the sustainability and progress of a nation. Facing dynamics in the government's internal and external spheres requires government officials to have a proactive, innovative, and anticipatory attitude. For this reason, the development and improvement of government officials' knowledge, skills, and behavior must be considered continuously or sustainably so that professional government officials can be created. In connection with the above, to develop professional government apparatus resources, they must be coordinated carefully and precisely by other human resources, the controllers, drivers, enablers, and movers, namely, the leadership (Ibrahim Albidewi, 2024).

This is as stated by Ingraham & Getha-Taylor (2024), who explains that "a reality in organizational life is that the leadership plays a crucial role and is even said to be very decisive in efforts to achieve predetermined organizational goals." Leaders with their leadership are often said to be the core of management, which is the driving factor in an organization to achieve effectiveness in carrying out tasks. The leadership is assumed to be the heart of a computer, a complex series of relationships, systems, and processes that are only mastered by a few people. In this regard, many experts believe leadership is important in achieving organizational goals. A leader can be successful if he can bring the group or organization's he leads to achieve the expected results (Vivona, 2023). The success or success of a leader is formulated in four general characteristics (Olmedo, 2022), namely: (a) Intelligence, (b) Maturity and breadth of social relationships, (c) Self-motivation and drive for achievement, and (d) Human relations attitudes. This description illustrates that the aspects of leadership that develop in bureaucracy must be fostered and developed to use available and limited resources more efficiently and effectively. In this case, a bureaucratic leader's abilities in carrying out his role must include analytical skills and the ability to realize or implement state policies (programs and activities) (Warman et al., 2022). Apart from that, leadership elements in the bureaucracy must be able to develop the best potential and abilities of their subordinates and bring and produce the best work results from the organization they lead to realize and achieve the goals of their programs and activities. Leadership within the bureaucracy must foster an appreciation and mental attitude of Pancasila, as well as intellectual abilities, maturity and adaptability, and high managerial abilities (Widodo et al., 2022).

Such leadership must be grown from within and by utilizing available potentials outside the organization, the business/industrial environment, universities/colleges, TNI/POLRI, and other social institutions. In the context above, to create "qualified" leaders in the bureaucratic sphere, there is a need for succession planning. Succession planning is the strategies and plans made by company owners to develop all their employees' potential, talents, and abilities to get the company's best future leaders (Baimyrzaeva & Meyer, 2021). Succession is an important thing in the journey of an organization (company). Failure in succession planning will harm the organization, no matter how big and strong the organization is. In an organization, succession is an inevitability that will occur due to a change in position/position, an employee leaving the organization or being promoted, thus leaving an empty position. Of course, new employees must immediately fill these vacant positions so that the organization can continue to run well. Many problems will arise if the organization does not have sound and thorough succession planning. This will not only be detrimental to the organization, but the organization can also maintain its existence (Khosiin, 2020).

Succession planning is not just a process for finding a replacement for leadership, but it is also intended to prepare the organization to face challenges better in the future (Earley et al., 2019). Meanwhile, succession planning in the bureaucratic sphere (State Civil Apparatus) is touched on in the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 3 of 2020 concerning Talent Management (Iordanoglou, 2018). The regulation states that Succession Planning is systematic planning through mapping projected Successors in Target Positions. Successors are talents nominated to replace officials currently occupying the target position and are prepared to occupy it when it is vacant and as needed. Meanwhile, Target Positions are high-level leadership positions and higher-level administrative positions that are/will be vacant or critical positions that will be filled by talent (Karp & Helgø, 2018). However, these regulations must explain the procedures or mechanisms used to establish a building or succession planning system. Apart from that, the institution where the best agencies implement succession planning has yet to be explained. Through this article, the author wants to describe the mechanism or operationalization of succession planning and which government agencies might be involved in implementing succession planning. Establishing succession planning within the

bureaucratic sphere can create professional and dignified leaders who can run the wheels of government and nation-building (Pujiastuti & Darmadi, 2017).

Succession means a replacement, which is usually leadership (succession). In an organization, it is not possible for someone to continuously act as a leader, so a leadership replacement is inevitable. Leadership changes should be carried out well or smoothly so that conflict does not occur in the organization (Raghav et al., 2017). Succession planning is a decision made by an organization to improve and trigger a continuous development process for employees, as well as ensuring that important positions can maintain the stability and ability of the organization to achieve organizational goals. Leadership development is carried out through mentoring, workshops, seminars, or formal education or training in this succession planning process. This means that leadership development is the core of succession management. This is because succession management aims to create leadership regeneration. Leadership development is included in the retention stage, which is crucial in succession management. This stage includes how the organization nurtures or manages future leader candidates. This management can consist of assessing candidate competencies, providing competency in the form of training, providing mentoring with positions above them, and monitoring from the competent authorities (Bedwawi et al., 2023).

The recruitment stage begins with identifying vacancies and looking at potential candidates administratively and through background searches. Meanwhile, the final stage is executing a leadership succession by placing the best candidates in the retention stage for existing vacancies. Succession planning requires a systematic approach to future leadership (Dwiputrianti et al., 2023). In this regard, many stages must be completed to make it happen. This process must be carried out systematically to realize the goal of creating future organizational leaders. Thus, it is necessary to establish a comprehensive long-term vision in succession management. The process that needs to be carried out starts with recruitment, retention, and the succession stages themselves. Furthermore, in succession planning in organizations, several things need to be prepared, namely: (Kravariti et al., 2023)

- Establish a committee to carry out succession management.
- Identify key positions that are critical to the organization in the future.
- Create criteria for these positions and determine what abilities are essential for each individual to meet the organization's long-term targets.
- Identify potential candidates existing within the current organization and view more candidates.
- Forming mentors or coaches for future leaders.
- Establish a mentor or coach from within the organization who can provide necessary guidance and support and is committed to the succession plan.
- Assist candidates in preparing development plans.
- Consistently evaluate the effectiveness of the succession management program. Usually, the obstacles to succession are difficult commitment from top-level leaders, lack of collaboration between employees, and inconsistent organizational communication.

Concerning succession planning, in its application, it can be used to: (Al Jawali et al., 2022)

- Filling vacancies in certain managerial positions.
- Identify, assess, and develop employee knowledge, skills, and abilities to meet organizational needs
- Ensure talent availability by helping employees develop their potential as successors to essential positions in specific work units.

On the other hand, succession planning is essential because it can help organizations in:

- Ensure the continued preparation of future leaders for managerial positions.
- Involve senior management in the organization's talent review process.
- Place the context of diversity on the organizational agenda.
- As a guide to development activities for managerial positions.

- Align with human resources that support the leadership sustainability process (selection and reward system).

There are 4 (four) components in succession management, namely the personality system, family system, ownership system, and management system. There are differences in the four components, but conceptually, our discussion will focus on the management system. This is because the other three systems are less relevant to the state of organizations in the public sector (Rachmawati et al., 2023). Management talent system components consist of: (Kozjek & Franca, 2020)

- Strategy development and business management;
- Company goals and strategy implementation;
- Transfer of leader;
- Transfer of leader role;
- Leadership style and organizational culture.

These elements show that there are 2 (two) crucial things in the succession process. First, a leadership successor must have an understanding of business process management. This means that by understanding the organization's business processes, the successor candidate should also know the organization's business development and management strategy; in addition to that, the candidate should also understand the organization's goals and how to pursue them. Second, a successor candidate is expected to have a good leadership figure in succession management. This is related to healthy management and culture in the organization. Not all employees can be good leaders, so the retention process is crucial in succession management (Ananthan et al., 2019). Talent management can be interpreted as a process to ensure the organization's ability to fill crucial positions of future leaders and positions that support the organization's core competencies (unique skills and high strategic value) (Kim & Kotchegura, 2017). Talent management can also be interpreted as strategic management to manage the flow of talent in an organization to ensure the availability of talent supply to align the right human resources with the proper work at the right time based on the organization's strategic goals, mission, and vision. Talent management is a process carried out to ensure that crucial positions in the organization can be filled internally with competent employees by establishing a talent development center group consisting of highly skilled and qualified employees (talent pool). Another definition states that talent management includes systematically identifying, developing, and maintaining superior human resources who are talented human resources or often referred to as 'stars' and future 'potential stars' (Thunnissen & Buttiens, 2017).

This understanding emphasizes a systematic method. So far, the organization may have naturally given rise to stars, but it has yet to be managed systematically. Awareness of efforts to maintain stars in the organization requires systematic management. Talent management aims to hire employees who consistently provide superior performance (El Ammar, 2021). Organizations that implement talent management will get several benefits, namely: (Lee & Waldt, 2020)

- The organization gets employees who can carry out their work well;
- These talented employees can be developed to accept broader and more significant responsibilities; and
- The recruitment and selection of talented employees can be taken from within the organization.

So, the core of talent management is efforts to obtain (identify), develop, and retain internal employees who contribute optimally to the organization. The first step that must be taken in talent management is to describe future talent needs. In general, organizations know talent needs based on the organization's vision, mission, strategy, and values (Rifai et al., 2023). Paying attention to estimating talent needs based on external challenges, such as government policies in human resources for civil servants, is also crucial. After formulating future talent needs, it is necessary to assess and identify employees to obtain a map of employees and their development. Regarding talent management, the experts develop several models. One model was developed by the Boston Consulting Group, the Accenture Model, the General Electric Model, which has the same perception as other models regarding the talent management process, namely the identification

process (including the assessment process), development, and retaining talent owned by the organization (Mathe, 2023). The talent management process can be explained as follows:

- Talent Identification

    A talent management strategy, one of the crucial elements is getting talented employees. Talent can be obtained from the organization's internal or external sources. A structured management strategy will consider these two sources. However, in practice, organizations will first consider internal sources, considering that existing employees at least have some knowledge of the organization. Talent identification is carried out by mapping employees. The purpose of employee mapping is to divide employees into smaller groups based on specific criteria (Febriana, 2022). More specifically, employee mapping aims to find talents who will enter the talent pool. A talent pool is a group of people who have been identified and can be developed within a certain period and treated as an organizational asset. This employee mapping must be carried out because development and talent management will only be effective with good eye mapping. Development investment for one group of employees is undoubtedly different from that of other groups. Groups of talented employees, often called 'star' employees, also require a particular development pattern. For employee mapping, several elements are used as criteria, namely experience, profile, and qualifications, which can be assessed objectively, and all three describe past performance (Ulfa & Riyanto, 2023).

    Meanwhile, the elements of expertise, potential, and quantification are assessed subjectively, and these three elements are used to measure or predict a candidate's potential in the future. These six elements are represented by two dimensions, namely, performance and potential. Performance represents criteria or elements of what the candidate has done in the past, while potential represents elements that predict what the candidate can do. The performance aspect shows the consistency of the candidate's achievements, and potential describes the extent of the capability and readiness of the employee or candidate to occupy a higher position (Çelikdemir & Tukel, 2019). The two dimensions, performance, and potential, are used to compile an employee mapping matrix, often called the talent search matrix model. Talent identification results in a talent pool that contains outstanding employees whose potential must be optimized consistently to support the organization's performance. Conversely, the organization must strive to retain this talent with various retention programs (Groves, 2019).

- Talent Development

    Various talent management models have one thing in common: development is the crucial component of the talent model. However, of course, the pillar of talent development can only stand alone when supported by a good performance assessment or succession system. Good talent development will only be optimally successful if an objective performance assessment system supports the identification process. Good talent development is only meaningful if a sound succession system supports it. Talent development patterns are different from ordinary employee development patterns. The philosophy of talent development considers individual characteristics in the organization (Haak-Saheem & Darwish, 2021). The several approaches differentiate employee development in talent management from development models in the old paradigm. These differences can be seen in the following table:

Table 1. The Differences of Talent Management and Old Paradigm

Old Paradigm	Talent Management
• The development will happen by itself	• Development is an essential part of an organization
• Employee development is identified with training	• Development means challenging experiences, coaching, feedback, and mentoring
• Work units that have employees so that talented employees will not move to other units	• Companies that have employees, and therefore, can rotate easily within the company
• Only bad employees need development	• Every employee needs development according to their needs
• Only lucky employees find mentors	• Mentors are assigned to each talented employee

Source: (Jindal & Shaikh, 2021)

Talent development programs designed in an organization must begin with insight into each talent. Insight is a process of internalizing what must be done to understand the strengths of employees to perform superiorly in a field (Nzonzo & du Plessis, 2020). With the help of a coach, it is hoped that these talented employees can find new opportunities within themselves that they could not have discovered on their own before. Insight must be followed by motivation. The motivation built for employees must be clear. So if a talent takes part in a development program, they have to think about what they will get, and conversely, if they do not take part, what consequences they will receive. Development programs for employees in the form of training must focus on discovering new knowledge and skills in the work environment (Shingenge & Saurombe, 2022). Development program through training focuses on discovering knowledge and skills, including action learning and project assignments. In action learning, mistakes are still tolerated. In project assignments, you are responsible if an error occurs. However, if the project is successful, program participants will be motivated to improve performance. Next is the application process, where the tolerance for errors is smaller because errors that occur in the application process will affect the business process (Yap & Badri, 2020). Implementing employee development in talent management must be based on proactive attitudes so that every development program must be carried out in a planned manner following employee career development. The compatibility of this talent development program must be organized with other systems or programs so that there is synergy between systems and programs, this will contribute to superior performance for the organization (Zainee & Puteh, 2020).

• Retaining talent
    The main issue in talent management strategy is keeping talented employees in the organization while continuing to develop them (Jahanshahi & Bhattacharjee, 2020). An increasingly open career system allows employees to pursue careers outside their organization. In this case, organizations need to be wise by developing HR programs to retain the talents they have and have developed. Talent management, succession planning, and leadership development are organizational strategies for developing and retaining talent (Cooke, Saini, & Wang, 2024).

RESEARCH METHOD

The research method used is a comparative study method regarding talent management models in several countries to see significant differences in talent management models. The data collection technique uses documentation studies (desk research) and literature reviews regarding implementing talent management models in several countries, such as the approach used, main objectives, model dimensions, operational standards, and implementation stages/processes. The main advantage of comparative analysis-based data collection techniques is comparing items with each other and distinguishing their similarities and differences. When a business wants to analyze an idea, problem, theory, or question, conducting a comparative analysis allows it to understand the issue better and form a strategy in response (Ghomi & Ahmadi, 2018). The advantage of the comparative research method is that it is suitable for use in many types of research, can produce valuable information about the nature of phenomena, and can improve techniques, statistical methods, and designs by partially controlling features (Meyers & Woerkom, 2024). Besides that, literature review-based data collection methods are important in research because they can provide an in-depth understanding of current research developments, identify existing research gaps, and develop a robust theoretical basis for the research to be conducted (Schuler, Jackson, & Tarique, 2021).

RESULTS AND DISCUSSION

1. Results

Talent Management in Great Britain

The Talent Management in Great Britain is one part of the public service reform program. Talent Management in Queen Elizabeth's home country is managed by the Cabinet Office (Cabinet Secretariat). The British Government uses three basic principles in implementing Talent Management: merit system, equality, and diversity. Based on these three principles, Talent Management carried out by the British Government ignores the values of differences in gender, ethnicity, social background, and physical disability (disability). Suppose an employee has the talent the organization needs, performs, and is committed to the organization. In that case, he or she can occupy a top and strategic position in the British Government (Tafti, Mahmoudsalehi, & Amir, 2017). Three aspects of implementing Talent Management in the UK, namely leader: leadership, talent, and capability: (Vaiman & Collings, 2023)

- Talking about leadership and work culture, the British Government recognizes that strong leadership and maintaining diversity will, in turn, foster a work culture that is transparent and full of openness. A work culture like this can ultimately accommodate different points of view and ways of working. In this way, employees will feel comfortable to continue to innovate and challenge the status quo.
- Talking about talent, the British Government is trying to foster quite varied talents and develop and promote them.
- Talking about capabilities, the British Government ensures that employees with the required capacities and abilities benefit from Talent Management.

The British Government carried out five programs to develop leadership and work culture as follows: (Dang, Nguyen, & Ha, 2020)

- The Human Resource and Development (HRD) team carries out an intensive program for talents for two years. This program is implemented to support departments or other units in implementing Talent Management action plans. This program integrates diversity and inclusion in the business processes of each unit.
- The HRD team also appoints a Non-Executive Director with a good track record to serve and provide direction regarding the action plan for implementing Talent Management based on diversity.
- The Chief Executive and Head of Function (head of unit) ensure that all talented employees with various social backgrounds reach senior levels in public service units.

- Senior leaders in each unit and department plan activities beneficial for changes in public services. This activity was prepared based on cooperation between each stakeholder.
- Each department agrees on a work agreement between the leadership and employees.

Talent Management in Singapore

There are two approaches to implementing Talent Management in Singapore. The two approaches are an exclusive approach and an inclusive approach. The Singapore Government takes an exclusive approach to employees with relatively high potential (elite high potential). Implementing Talent Management through an exclusive approach is focused on one or two groups (talent pool), namely employees who have/are currently occupying high positions or those who have the potential to occupy such high positions (Farndale, Beijer, Veldhoven, Kelliher, & Hope-Hailey, 2024). Meanwhile, the inclusive approach is carried out at all employee levels. Implementing Talent Management through an inclusive approach is concentrated on various key positions in the organization. Positions like this must be filled by employees who have adequate skills. The approaches in the Talent Management Model in Singapore are carried out through three dimensions (Harris & Foster, 2020). **These three dimensions are Talent Recruitment, Talent Development, and Talent Retention. The first dimension**, namely Talent Recruitment, is carried out to recruit talent that is needed openly (both for fresh graduates and through mid-career career paths). This dimension aims to create leaders at a young age (green harvesting). The strategy implemented in this Talent Recruitment Dimension is to provide educational scholarships to the young generation who are superior and intelligent. This scholarship is intended to make the younger generation interested in working in the government sector, especially in the field of public service, which is considered very important (critical high-level public service function). **The second dimension** is talent development, which is carried out to develop existing talents. There are three special schemes for implementing talent development, namely the Management Associates Scheme (MA) and Administrative Service Scheme (AS), as well as the High Potential Scheme (HiPo). **The third dimension** is Talent Retention. This dimension is implemented by providing a competitive salary structure with market salary benchmarks (competitively pegged to market pay structure). In addition, employees will be given performance-based bonuses and performance-based promotions, as well as a higher salary structure for Administrative Officers (AO).

Talent Management in Malaysia

The talent Management in Malaysia is carried out through **three dimensions: talent recruitment, development, and retention. The first dimension** is Talent Recruitment, which aims to recruit talented employees following the needs of the Malaysian Government. The recruitment process in this first dimension is preceded by providing scholarships to outstanding students and obtaining talent for public service functions that are considered very important (critical high-level public service functions). **The second dimension** is Talent Development. This dimension is carried out to develop existing talents. A particular scheme to implement this dimension is the Administrative and Diplomatic Scheme. The scope of work of Administrative and Diplomatic Scheme officers is comprehensive and applies to various levels and departments. Officers are placed in ministries, federal departments, local governments, and statutory bodies and assume key leadership roles. They also have the opportunity to be transferred to different organizations and seconded to private organizations. This scheme uses a centralized e-recruitment method implemented by the Public Service Commission to screen prospective officers. Prospective officers must undergo four processes: initial screening, IQ examination, competency assessment, and interview (Pak & Kim, 2017).

Once appointed, Administrative and Diplomatic Scheme officers will take a 10-day introductory course. Once completed, they will be given information regarding their job duties and the agency where they work. After undergoing six months of on-the-job training and a six-month diploma course in Public Administration, they will be officially appointed as

Administrative and Diplomatic Scheme officers. Next, **the third dimension** is Talent Retention. This dimension is implemented with the High Performing Officer Scheme. In this dimension, talented service personnel who can take on higher leadership roles will be identified based on the annual performance appraisal process. Specified officers are given more challenging tasks. They will also receive higher education offers at the master's or doctoral level (Pak & Kim, 2017).

Table 2. The Talent Management Program in Developed Country and Developing Country

Country	Purpose	Approach	Managed by	TM Focus	Process
Great Britain	New innovations in public service reform	Inclusive	Cabinet Office	• Leadership • Culture • Talent • Capability	• Talent identification • Talent recruitment • Talent development • Evaluation
Singapore	New governance system to maximize employees with high potential in various key positions	Exclusive	Public Service Department	High Position	• Talent recruitment • Talent development • Talent retention
Malaysia	Preparing future leaders who prioritize optimal public services	Exclusive	Public Service Department	Public Service Leadership	• Talent recruitment • Talent development • Talent retention

Source: Prepared by Authors, 2024.

Talent Management in Indonesia

The Government in Indonesia focuses on developing its employees through the continuity of the leadership and expertise regeneration process. The determined focus must be met with competence to achieve the company's short-term and long-term goals. For this reason, the company's values must be instilled in employees as a guard so that activities run harmoniously. To prepare future leaders, the Government needs to develop a make-or-buy strategy. The make strategy is used to create the potential of potential leaders within the company. In contrast, the buy strategy obtains the human resources the company needs from outside. In carrying out the make strategy, the instillation of company values is highly emphasized and becomes the character of each management level. Therefore, development is the keyword for this make strategy. This development aims to form talented, professionally competent employees who follow the company culture. The Indonesian Government believes that cultural compatibility with leadership competence is the primary consideration, followed by functional competence. The Indonesian Government captures potential talent in two ways, including:

• The option of developing public service governance by selecting candidates (identification) from tens of thousands of prospective employees who are printed every year or picking up balls from candidates from state or private universities directly.

• The Indonesian Government carries out the selection to a higher level, rotation, and transfer are carried out based on mapping of potential and performance. This mapping will be used as a basis for determining whether an employee can be promoted or not.

Apart from mapping, the Indonesian Government also has a standard employee performance management process, which is a tool for developing and reviewing the results of its development in the form of an annual cycle assessment, People Performance Management.

At the beginning of each year, employees must make an Individual Performance Plan (IPP) to monitor employees. In this IPP, employees set achievement targets for review. If the results are not satisfactory, they can improve through Coaching and Counseling from their superiors. A final performance evaluation for one year will also be carried out when the assessment ends. The development program will include Employees with high competence and performance. These development programs include:

- Professional Development Program, which is a program given to employees who do not occupy managerial positions to sharpen and develop their professional technical competencies.
- Management Development Program for employees who occupy or will occupy managerial positions to form and improve their organizational abilities.
- Executive Development Program is the highest program to produce prospective leaders at the ministry, provincial, and district/city levels.

In selecting and preparing talent, the Indonesian Government must determine leadership competencies. This is necessary so that leaders have cultural values that are in harmony because the Indonesian Government must believe that if leaders and employees have the same values, then government performance will grow and develop in the long term. So, to select leaders, the candidates must have leadership competencies, including Vision and Business Sense, Customer Focus, Interpersonal Skills, Analysis and Judgment, Planning and Driving Action, Leading and Motivating, Teamwork, Drive, Courage, and Integrity. The result of a comprehensive talent management program is that the Indonesian Government will successfully implement policies to achieve goals if culture is embedded and accompanies all public service activities. Furthermore, the focus of leadership development material in the Indonesian Government is to make company culture central. Meanwhile, the focus of leadership development is directed at three organizational advantages, namely superior business concepts and strategies (Winning Concept), excellent management systems and processes (winning System), and excellent work teams and Human Resources (Winning team).

2. Discussion
Operational and Institutional "Future Leader" Succession Planning System

As we know, regarding the management of the State Civil Apparatus (ASN), it has been stipulated in Law Number 5 of the 2014 ASN, which has created momentum for increasing professionalism in bureaucracy in Indonesia. The government is taking severe steps to implement human resource management for personnel to improve ASN's ability to provide quality (prime) and world-class services. The ASN Law also encourages aspects of qualifications, competency, and performance to become the main issues in the focus of bureaucratic reform. One of the key aspects of managing ASN is related to career management (especially for Civil Servants). Current conditions show that government institutions still need to have systematic procedures that match the qualifications and competencies of a position (position) and employees' qualifications and competencies. This condition results in a mismatch between employee placement and their qualifications and competencies. The process of mutation, rotation, and career planning in the government sphere must also be more transparent in each government institution. So, it is necessary to build a more arranged and systematic system to implement a competency-based HR management system starting from the recruitment, placement, development, promotion, and ASN career system. This concerns the internal and external challenges that every public organization (a government agency) must face, which requires HR management that is not just 'doing business as usual' but requires strategic steps. In the future, public organizations can only exist and compete if they use ordinary human resources. The Indonesian government needs potential (talented) human resources as a source of competitive advantage (talented), which will produce added value for the organization to perform superiorly.

Meanwhile, concerning external aspects, namely future HR policies for the apparatus, it is very possible for there to be openness in ASN career development. The term 'hijacking' of human resources, previously only possible in profit organizations, is very likely to happen in public organizations. Recruitment or promotion can be open when the demand is to obtain quality human resources for a position or position. It does not have to be filled by internal candidates. In this case, promotions to the highest structural positions in non-ministerial government institutions come from ASNs in all agencies. They can also come from non-ASNs determined by Presidential Decree. The implication is that public organizations that still need a solid human resource development strategy will be vulnerable to being abandoned by the 'talents' they already have. One of the concepts of organizational change in managing human resources that is very relevant to be developed at this time is the concept of "Talent Management". The talent management is seen as the implementation of an integrated strategy or system, which is designed to improve performance through the process of attracting and selecting, developing, utilizing, and retaining employees who have skills and talents in order to meet the current and future needs of the organization. Talent management within the scope of ASN has been regulated in a Ministerial Regulation for Empowerment of State Apparatus and Bureaucratic Reform Number 3 of 2020 concerning Talent Management. ASN Talent Management is referred to as National ASN Talent Management and Agency ASN Talent Management. National ASN Talent Management is an ASN career management system that includes the stages of acquisition, development, retention, and placement of prioritized talent to occupy target positions based on the highest level of potential and performance through specific mechanisms that are implemented effectively and sustainably to meet the needs of Government Agencies nationally in to accelerate national development.

Meanwhile, Agency ASN Talent Management is an ASN career management system that includes the stages of acquisition, development, retention, and placement of talents who are prioritized to occupy target positions based on the highest level of potential and performance through specific mechanisms which are implemented effectively and sustainably to meet the needs of Central Agencies and Regional Agencies. Following PermenPAN RB, every Government Agency must carry out Agency ASN Talent Management based on needs analysis, which refers to achieving the vision, mission, goals, targets, and organizational strategies to realize national development priorities. Implementation of Agency and National ASN Talent Management includes talent acquisition, talent development, talent retention, talent placement, monitoring, and evaluation.
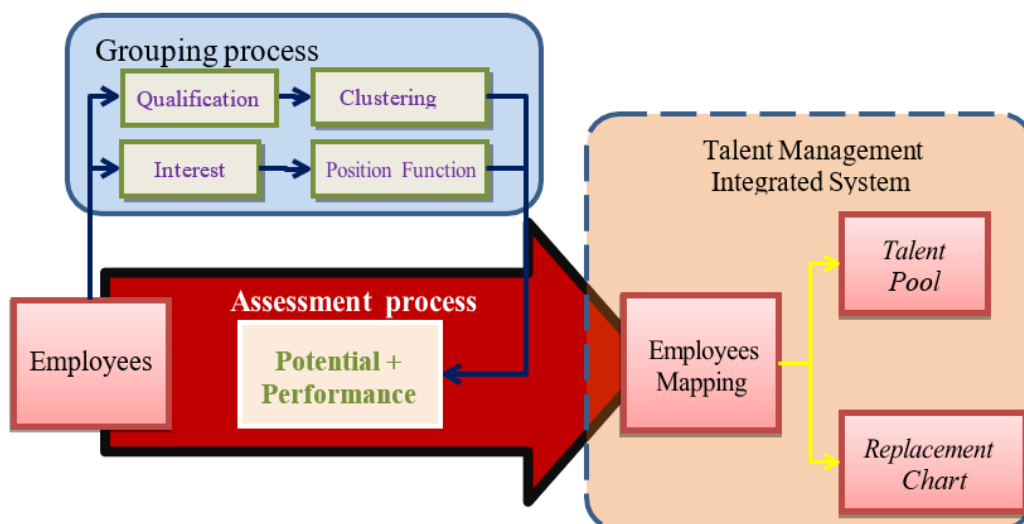

Figure 1. Operationalization of State Civil Apparatus (ASN) Talent Management
Source: Prepared by Authors, 2024.

Efforts to determine a successor to occupy a position that will be vacant can be made through an integrated system that is capable of systematically and objectively determining the successor to a target position. This system is based on forming a national talent pool containing talents with high managerial competence, technical competence, and socio-cultural competence (National Succession Planning Group). Apart from that, a successor must also have a high level of national insight. Therefore, the test of "targeting" or identifying talents included in the national talent pool is not only related to managerial competence, technical competence, and socio-cultural competence but also needs tests related to national insight into talents. In operation, this "Future Leader" succession planning system can be described as follows:

Inputs

Input is in the form of a request from the Ministry/Non-Ministerial Government Agency or Regional Government (Provincial/City/Regency) to the ASN Commission regarding the filling of High Leadership Officials who will be vacant/vacant or vacant/vacant (Target Positions) within the scope of their agency. From Ministries/Non-Ministerial Government Institutions or Regional Governments (Provincial/City/Regency), requirements and job competency standards (Managerial Competency Standards, Technical Competency Standards, Socio-cultural Competency Standards, and National Insight) are proposed for positions that will be vacant/vacant.

Process

- **Determining job standards**. In this case, it is determined concerning the standards for vacant positions, managerial competency standards, technical competency standards, socio-cultural competency standards, and the determined national insight values.
- **Results**. A suitability analysis is carried out between the required job competency standards and the competencies possessed by talents in the national talent pool, which produces some suitable talents. Talent preference analysis is also carried out to occupy vacant positions. Talent preferences can include a track record of talent in a position, a track record of education and training, and a track record of discipline.
- **Follow-up**. The final activity in the talent determination process is an interview with an assessment team, psychologists (assessment center from the agency or third party), and users.

Outputs

Output is talent selected from the processes that have been carried out to fill positions that will be vacant or vacant (Target Positions) in Ministries/Non-Ministerial Government Institutions or Regional Government. This talent matches the required job competency standards and their competencies and career preferences.
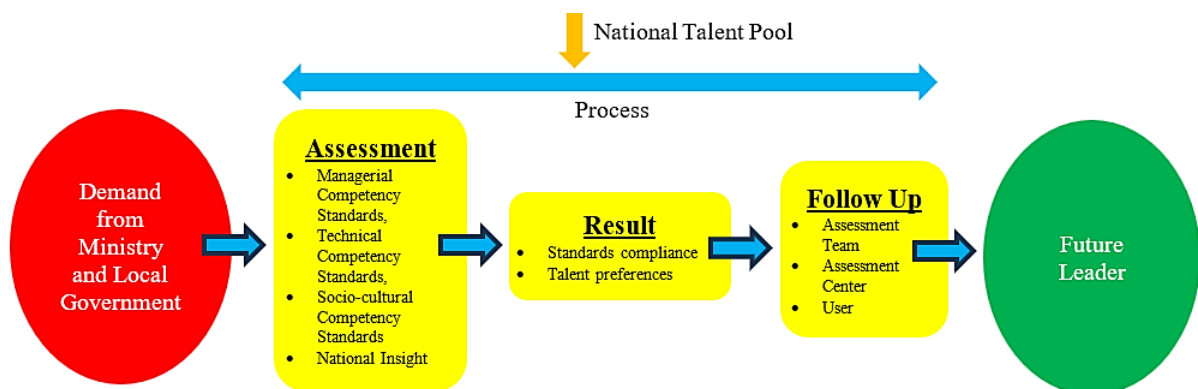

Figure 2. Operationalization of the "Future Leader" Succession Planning System
Source: Prepared by Authors, 2024.

Main Advantages of Building a "Future Leader" Succession Planning System

Development of the "Future Leader" Succession Planning System is a program or activity with enormous importance and benefits, especially in playing the function of ASN as a glue and unifier of the nation. However, the Succession Planning System also has other significant benefits for Government agencies and the community, including:

- Produce leaders of government agencies who are genuinely qualified and credible and have a national perspective. This is because the elected leaders are talents whose qualifications, competencies, and performance match the standards of their position.
- Realize effectiveness and efficiency in filling high leadership officials in government agencies. This succession planning system can save energy and shorten the time in filling out High Leadership Officials. Apart from that, this system can also minimize the budget or costs required in the process.
- Realize objectivity in filling in high leadership officials for government agencies. This is because the selection of "candidates" is determined by a standardized system with measurable variables and indicators to avoid subjectivity in assessing certain parties.
- Increase ASN motivation. The existence of this system can influence the enthusiasm and encouragement of ASNs in carrying out their official duties. This is because, in the built system, there are specific parameters or measurement criteria, namely competency standards (or potential) and confident performance to achieve a position so that each employee will be encouraged to improve the specified competency and performance.
- Increasing community/public trust in appointing High Leadership Officials in government agencies. The existence of a more systematic and objective system in the selection and determination of leaders or High Leadership Officials in Government agencies can foster public/public trust in the bureaucracy and Government agencies in general.
- Increase the unity and integrity of the nation's society. The running of this system can ultimately play a role in maintaining and growing a sense of national unity and unity. This is because this system can create exchanges of placement/fulfillment of positions (cross fulfillment) of High Leadership Officials between Ministries/Non-Ministerial Government Institutions, between Ministries/Non-Ministerial Government Institutions and Regional Governments, as well as between Regional Governments (between Provinces or between Provinces and Cities and District).
- Creating calm in society. The Succession Planning System provides a high level of objectivity so that the public is not concerned about the selection and determination of High Leadership Officials within Ministries/Non-Ministerial Government Institutions and Regional Governments.

CONCLUSIONS

The presence of a "future leader" succession planning system in the bureaucratic sphere is expected to produce professional and dignified leaders who can run the wheels of government and national development innovatively and sustainably. Efforts can be made to develop succession planning by preparing talent management in each agency. The preparation of this talent management program is intended to clarify the framework, models, and measurable instruments in ASN management, especially for highly talented employees. Success in preparing talent management will ultimately help create a more professional ASN. On the other hand, succession planning requires cooperation and synergy between government institutions related to government apparatus policies so that implementation can be realized well. Collaboration between these institutions will guarantee the realization of a merit system in managing ASN, especially in obtaining leaders in government agencies. The "Future Leader" Succession Planning System has excellent benefits, especially in playing the function of ASN as a glue and uniter for the nation. Apart from that, Succession Planning can also be helpful for ASN, Government agencies, and the community. Thus, the development of the "Future Leader" Succession Planning

System becomes a program or activity that is relevant and important to be implemented immediately.

ACKNOWLEDGEMENT

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