

Factors for the Implementation of Talent Management in the Ministry of Marine Affairs and Fisheries of the Republic of Indonesia

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Abstract: Implementation of effective talent management at the Ministry of Marine Affairs and Fisheries (MMAF) has an important role in optimizing talent potential and improving organizational performance. This study aims to identify and analyze the factors that influence the implementation of talent management in MMAF focusing on the marine and fisheries sector in Indonesia. The research method used is a qualitative approach by conducting in-depth interviews with high-ranking officials, administrators, and functional officials who are directly involved in managing talent management at the Ministry. The results of the study found that the factors that influence the implementation of talent management in MMAF are (1) top management's commitment to talent management plays an important role in creating an environment that supports effective talent management, (2) clear policies and procedures in talent management facilitate the implementation and monitoring of these programs, (3) structured career development and learning opportunities help motivate employees to work better and stay in the organization and (4) proper rewards and recognition for employee achievements and contributions can increase job satisfaction and talent retention. This research provides recommendations to the Ministry to develop competitive strategies to attract, develop and retain quality talent.

Keywords: Human Resource Management, Internal Factors and External Factors, Talent Management

A. Introduction

Talent management is becoming an increasingly important issue in various organizations, including in the public sector such as the Ministry of Marine Affairs and Fisheries (MMAF). In this study, identification and analysis of influential factors in the implementation of talent management in MMAF will be carried out. This research will provide a strong foundation for developing appropriate strategies and policies to improve the effectiveness of talent management in the marine and fisheries sector.

The marine and fisheries sector is a complex sector and involves various aspects such as natural resource management, sustainability, government policies, and

interaction with the community, especially in the marine and fisheries sector. In an era of increasingly complex globalization, the need to manage apparatus human resource management tools is an important challenge in supporting organizational development. In the face of this complexity, conducting an analysis of influential factors in the application of talent management can help in identifying relevant aspects and understanding how these factors affect the management of human resource apparatus in the marine and fisheries sector.

The importance of this analysis is also related to the effective management of apparatus human resources in supporting bureaucratic strengthening in MMAF. The existence of qualified talent is a very important asset to achieve competitive advantage and success of MMAF in the long term. This is in line with McKinsey's explanation that the organization can survive and grow even with the availability of 30% talented employees. The takeable message is that the organization will be able to run even with a small number of human resources.

Qualified, skilled, and dedicated human resources are key factors in the successful implementation of talent management in MMAF. The existence of competent human resources will have a long-term success impact by improving education and individual skills (Lucas, 1988). This condition is understood as a concept of human capital that views human resources as important assets and must be considered by organizations in supporting the achievement of successful achievement of goals (Becker, 1964).

The implementation of effective talent management in MMAF will assist the organization in addressing various challenges related to sustainable management of marine and fisheries resources. Hewitts Associates explained that in order to implement CEO management in the company, talent acquisitions and retention are influenced by 98%, leadership 89%, and employee engagement 84%. Hewitts Associates emphasized that the talent management process is important and part of the human capital strategy.

Heckman invests in supporting this by developing non-cognitive skills or soft skills in the concept of Human Capital. Relevant skills such as motivation, discipline, and communication skills have a positive contribution to an individual's success at work and in life as a whole (Heckman, 1976). The implementation of effective talent management is key in optimizing talent potential and improving organizational performance. In the publication of price waterhouse coopers in the 11th Annual Global Survey 2008 which explains that company adaptation will be able to survive optimally if attention to key skills in business processes becomes the main factor considered, economic stability, quality assurance and regulatory certainty, low competition and evaluation costs, competency development guarantees, energy security, technology adaptation, political tendency protection, stability of the availability of carrying capacity of resources, as well as health conditions and threats of global pandemics.

In the era of globalization, the marine and fisheries sector must be able to compete with similar sectors in other countries. By analyzing influential factors related to talent management, MMAF will make it easier for MMAF to identify challenges and opportunities related to human resource management, develop

effective strategies to optimize the use of talent, and improve overall organizational performance. Thus, the analysis of influential factors in the application of talent management in MMAF is very important to support the sustainability, effectiveness, and competitiveness of the marine and fisheries sector. The application of talent management is a series of processes carried out to assist in evaluating human resource needs. Talent management begins through the process of identifying skill deficiencies, designing development strategies, and effective human resource management in the form of individual retention programs that have the potential to generate significant added value for the organization (Mellahi and Wood, 2019: 56).

In the context of the implementation of talent management in government agencies in Indonesia, there have not been many studies that specifically explore influential factors in the application of talent management. Analysis of influential factors in the application of talent management can help identify relevant aspects and understand how these factors interact and affect the management of human resources apparatus in the public sector. Therefore, this study aims to identify these factors and provide useful insights for the Ministry in optimizing talent management in the marine and fisheries sector. It is important to further recognize what factors influence the implementation of talent management and how these factors can be anticipated in order to identify and develop appropriate strategies and policies to improve the effectiveness of talent management in the marine and fisheries sector.

B. Literature Review

Talent Management

The first time the concept of talent management appeared in 2001 with the publication of the title of the book "The War for Talent" written by Ed Michaels, Helen Handfield-Jones and Beth Axelrod. In the book, the term talent is introduced as a view as a strategic effort carried out to certain employees who already have leadership abilities, results-oriented, inspire others, communication skills, functional skills, entrepreneurial spirit, and a strategic perspective to think about the organization can develop well in the future. The talent management point of view focuses on the best and qualified candidates to ensure the achievement of the organization's journey can operate optimally (Smart, 1999). Boudreau and Ramstad's (2007) that, "Talent management as an activity and process involves the systematic identification of key positions that contribute differently to a sustainable organization's competitive advantage, the development of a talent pool from high performance potential to a role and the development of different HR architects who facilitate the filling of those positions with proficient tenure and ensure the continuation of their promise to the organization." The concept of talent management emphasizes the understanding that a competitive culture in organizational management must be carried out to support the realization of human resource management strategies.

The key to understanding talent management relates to mapping schemes to produce the best candidates who are then prepared as next generation leaders. Pella and Inayati (2011) who explain that, "the best candidates who will occupy the best positions must be prepared early in order to ensure the continuity of the leadership relay in a timely manner in the long run." Talent management should be very easy to

ensure the process of implementing leadership succession, because it only focuses on talented workers. But in its implementation, it is not as easy as that understanding. In the classification process, it is often faced with the support of completeness of information that is not comparable so that it will be very difficult to explain in determining succession priorities. Partial policy support in human resource management is the biggest influence on the lack of proper talent management.

Factor of The Talent Management Implementation

The success and failure of implementing talent management in organizations can be caused by a variety of developing factors. Influence factors can come from internal or external conditions. Factors such as top management commitment, clear policies and procedures, and structured career development are essential elements in successful talent management (Armstrong and Baron, 2004). Attention to the importance of the role of top management commitment in the implementation of talent management will form tactical support for policy implementation more quickly and consistently (Bass and Riggio, 2006). Successful talent management requires top management commitment and the development of systems capable of identifying, assessing, developing, and accelerating strategic talent development for the organization (Ulrich and Brockbank, 2005: 4). In addition, effective talent management requires a deep understanding of organizational needs, relevant talent development strategies, and accurate performance measurement systems to inform talent management decisions (Wright and Nishii, 2006: 2).

Transformational leadership involves leaders who can influence and inspire their subordinates through a clear vision, strong motivation, and the building of mutually beneficial relationships. In the context of MMAF, top management's commitment to the implementation of talent management can influence the success of the program and strengthen the participation of all stakeholders. In addition, the success of a talent management program depends on the organization's ability to recruit individuals with appropriate skills, experience, and characteristics (Rynes and Cable, 2003). The importance of clear recruitment policies and procedures in attracting and retaining quality talent. Therefore, the implementation of transparent and talent-oriented recruitment policies and procedures can contribute to effective talent management in the Ministry.

The involvement of talent management in encouraging organizational quality can be seen from the condition of career development. Structured career development provides a clear path for individuals to develop the skills, knowledge, and competencies required in the context of employment within organizations (Arthur, Hall, and Lawrence, 1989). The existence of understanding of top leaders, unit leaders, and human resource managers has a major role in encouraging the importance of structured career development in retaining and developing talents in MMAF. With effective career development programs in place, individuals can feel supported and valued, thereby increasing their motivation and attachment to the organization. This situation certainly develops also with the process of giving awards as a form of support for recognition of achievements made by employees. Fair and transparent rewards can increase job satisfaction, motivation, and employee performance in the

organization (Lawler, 2003). Rewards that are tailored to employee expectations encourage increased engagement with the organization, so it is important for organizations to develop appropriate reward and recognition schemes to increase motivation and retention of talent. In the context of MMAF, recognition of individual achievements and contributions in the application of talent management can help create a positive work environment and motivate employees to give their best.

No less important is competition in the public sector related to human resources affected by the impact of factors that affect talent management strategies (Tarique and Schuler, 2010). This is as explained by Barney (1991) who explains that organizations that have valuable, scarce, difficult to imitate, and irreplaceable resources can create sustainable competitive advantages. The organization must be able to create an environment that is aligned with the needs of employees so that it will ensure the best talent to survive and still support the organization's business sustainability process. Demographic change as a factor influencing talent demands and preferences (Stahl et al., 2012). In their research Ng and Feldman (2010) found a relationship between age and work attitudes and found that work attitudes can differ between different generations. Therefore, MMAF must understand demographic changes within the organization and adapt talent management strategies to meet the needs and expectations of different generations.

Another factor was also found in the design of collaborative governance resulting from the implementation of talent management carried out with relevant stakeholders. Limited resources owned by government agencies and views of the development of good governance provide opportunities for collaboration in the process of implementing talent management. The process can be carried out with external stakeholders such as educational institutions, marine and fisheries industries, and research institutions (Lepak and Snell, 1998). It will enrich talent management programs and facilitate the exchange of valuable knowledge and resources. This of course begins with the process of aligning shared values that are recognized within the scope of the memorandum of cooperation. This is as argued by Porter and Kramer (2011) who emphasize the core of the implementation of cooperation is the goals and agreements that will be able to provide added value from the collaboration process and the consequences that arise. In the context of MMAF, the application of talent management can be carried out widely, of course, with collaborative efforts between stakeholders that can provide opportunities for the exchange of knowledge, resources, and best practices to ensure the professionalism of human resources, apparatus and the success of public services and the development of the marine and fisheries sector.

C. Method

This study uses qualitative methods to explain influential factors in the application of talent management in MMAF. The research begins by identifying relevant stakeholders in the context of implementing talent management in MMAF. Data collection through in-depth interviews, participant observation, and analysis of related documents. Data analysis is carried out with a thematic analysis approach, find patterns, themes, and relationships between the data collected which is then

carried out data analysis and interpretation thoroughly related to the most significant and influential factors in the application of talent management in MMAF.

D. Result and Discussion

Implementation of Talent Management

As a sector that has great potential in providing food resources, livelihoods, and a healthy environment, the sustainability of human resources in the marine and fisheries sector apparatus is very important in driving development goals. The implementation of effective talent management helps MMAF in optimizing the potential of existing apparatus human resources and supporting sustainable management. Along with the increasingly complex demands in the marine and fisheries sector, strong talent management is needed to face the challenges that arise. This involves managing and developing the right talent to address climate change, resource sustainability, government policies, and other challenges. The initial traces of the implementation of talent management within the MMAF with the establishment of national policies through the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republik Indonesia Number 13 of 2014 concerning Procedures for Openly Filling High Leadership Positions in Government Agencies and Presidential Instruction of the Republic of Indonesia Number 3 of 2015 concerning the acceleration of filling high leadership positions in ministries/institutions. The policy is a national policy milestone that is also adapted by MMAF in initiating a competitive model related to position placement as from the talent management scheme.

MMAF is responsible for providing quality services to the community and stakeholders related to the marine and fisheries sector. A competitive culture is built with the presence of a competitive position filling model as a follow-up to the issuance of the ASN Law. The merit system is one of the models adapted in regulations as well as an embryo in talent management policies in MMAF. In optimizing these services, good talent management is needed to ensure competent, skilled, and dedicated employees. Competent, skilled, and dedicated human resources are key factors in the successful implementation of talent management in MMAF. Filling competitive positions is a practical solution presented in the framework of the process of filling the leadership relay in MMAF as well as the professionalism of positions in tiers through talent management.

The implementation of talent management in MMAF involves a process from identifying employee needs and procurement, ensuring competency and career development, as well as placement, and awards. One of ensuring the implementation of talent management is alignment to fair career sustainability, adaptation carried out by MMAF in the face of changes in developing regulations by implementing adjustments to the Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 16/PERMEN-KP/2015 concerning Appointment of High Leadership Positions and/or Administrative Positions Through Open Selection within the Ministry of Marine Affairs and Fisheries as amended by Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 23/PERMEN-KP/ 2019 concerning Appointment of High Leadership Positions

and/or Administrative Positions through Open Selection within the Ministry of Marine Affairs and Fisheries. The most significant thing is the milestone of MMAF in harmonizing the merit principle in the application of talent management.

The issuance of the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020 Concerning Talent Management for State Civil Servants is a new milestone in the beginning of improving the implementation of talent management on a national scale. It is hoped that the implementation of talent management carried out by the Minister of Administrative and Bureaucratic Reform nationally will encourage efforts to manage competent and high-performing apparatus human resources to be more systematic, proactive, and participatory. The implementation of talent management in MMAF since August 24, 2022 has been supported by regulations since the stipulation of the Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 21 of 2022 concerning Talent Management for State Civil Servants within the Ministry of Marine Affairs and Fisheries. Talent management in MMAF is carried out to realize an objective, open, and accountable succession plan to fill positions that have a significant impact on the achievement of the vision, mission, and strategy of MMAF, it is necessary for the State Civil Apparatus to have optimal qualifications, competencies, and performance. MMAF considers all employees to be talents. Talents who have different specific abilities and work together in supporting the implementation of marine and fisheries sector policies. This is a special consequence that the HR governance of the MMAF apparatus must be given the widest possible opportunity to develop themselves both in career, competence, and performance so that the organization gets benefits in supporting the achievement of organizational goals.

The implementation of talent management involves various continuous processes and is interrelated with each other. Without this process, MMAF will not be optimal in implementing talent management. The talent management governance planning process is the most important part of implementing talent management. Talent management planning is related to the governance design scheme in the form of views, objectives, objectives, policy agendas, programs, action plans, and support for existing resources in extracting from talent management achievements will be implemented. The marine and fisheries sector is constantly facing environmental changes, whether in terms of climate, policies, technology, or community demands. In the face of these changes, analysis of influential factors can help in identifying the adaptability of human resources, identifying training and development needs, and designing strategies to deal with change more effectively and efficiently.

The basic values presented in the application of talent management in MMAF are expected to be able to answer the design needs to attract and place apparatus HR candidates in the right position, help apparatus HR to grow and develop themselves, maintain apparatus human resources with compensation packages and motivate to continue to be involved in building the organization, and ensure apparatus human resources to grow consistently in achieving employee goals and organizational goals. The implementation of the achievements of talent management implementation in MMAF can be seen from the dimensions of talent management implementation

consisting of talent acquisition, talent development, talent retention, talent placement, technology support, and monitoring and evaluation.

Effective talent management in MMAF can encourage innovation and development in the marine and fisheries sector. By identifying and developing potential talent, opportunities emerge to create innovative solutions, introduce new technologies, and increase the capacity of the marine and fisheries sector. Good talent management can help improve organizational efficiency and effectiveness through the availability of qualified, skilled, and competent employees, so that the Ministry can respond more quickly to demands and changes, optimize the use of resources, and improve overall performance.

Factors Influencing the Application of Talent Management

First, internal organizational factors play an important role in the implementation of talent management. This includes the commitment and support of top management, who are key actors to ensure the success of talent management programs. In addition, clear policies and procedures through the certainty of structured career development, employee training and development, as well as appropriate rewards and recognition, as well as the existence of policy strategies in attracting, motivating, and retaining quality talents. The commitment of top management and HR managers of the apparatus is very important in the implementation of talent management. Leaders who are actively involved and support the implementation of talent management strategies will create an environment conducive to the development and utilization of talents in the organization. In addition, the commitment of the leadership will also facilitate the management of apparatus HR in carrying out the management governance process optimally in supporting the operations of the apparatus HR sector. Top management's commitment also plays a role in allocating necessary resources, promoting the importance of talent management, and ensuring that talent programs receive adequate attention.

The commitment and mindset of the leaders and managers of the HR apparatus which was reflected from the beginning of the formation of the basis for the implementation of talent management in MMAF was motivated by strong efforts from the commitment of the leadership in the process of enforcing the applicable regulations as implemented by Minister Susi Pudjiastuti at that time. The Minister as the Personnel Development Officer is called PPK in the case of MMAF has the highest influence in the process of the mindset of HR governance in the marine and fisheries apparatus. The existence of a PPK mindset that consistently and consequently supports the achievement of the quality of apparatus HR governance is in line with national policy and has a major influence on improvement because PPK holds the main mandate and directly after the president. The authority of PPK in overseeing the HR management process of the apparatus in accordance with the law is the key to achieving the highest organizational direction in accordance with the authority of the marine and fisheries sector.

Clear policies and procedures in talent recruitment, selection, development, and retention are essential in the implementation of talent management. By having

transparent policies and standardized procedures, the Ministry can ensure that the talent management process is conducted fairly, objectively, and consistently. This will help attract qualified talent, retain them within the organization, and improve the effectiveness and efficiency of talent management programs. Policies and procedures are explained through the process of integrating the design of marine and fisheries development achievement designs contained in the ministry's strategic plan document. The policy influences the business formulation process of the talent management process based on the preparation of the organizational culture governance design that is built, the characteristics of the human resources managed, the level of competence and the form of competence needed, as well as the quality of performance and qualifications of the required human resources, even to the technical level related to the leadership model. The implementation of the MMAF talent management agenda implemented and previously described was derived from the ministry's planning documents in this case are the MMAF Strategic Plan, MMAF Bureaucratic Reform Road MAP, the ministry's talent management strategic plan prepared in a period of five (5) years, the ministry's talent management annual action plan which contains the design of activity plans implemented with the ministry's annual agenda which is a guide on the way annual work plan, and finally echelon I talent management work plan which explains related to the action of the annual activity plan for echelon I talent management.

Structured career development plays an important role in retaining quality talent. Ministries need to provide clear career paths, skills and knowledge development opportunities, and leadership development programs. With a good career development program, individuals will feel supported and have high motivation to develop in the organization. It also helps create a strong knowledge base and develop potential cadres in the marine and fisheries industry. The MMAF previously still focused on the succession management process based on structural positions only and then had to encourage its implementation also related to the career placement of functional officials. It is undeniable that the emergence of this position transformation has new implications for the development of talent management implementation in MMAF. Talent management positions provide a new color of the process of filling positions. This means that talent management has become an important part of the process of implementing the management of apparatus HR management at MMAF. The implementation of talent management in MMAF will never be separated from several policies related to the process of filling positions. This is because talent management is closely related to the career development of civil servants in particular and civil servants in general.

Proper appreciation and recognition of individual achievements and contributions is an important factor in increasing their motivation and attachment to the organization. Ministries need to have a fair and transparent reward system, which includes financial incentives, promotions, public recognition, and nonfinancial rewards. By recognizing and reciprocating meaningful contributions, the Ministry can create a positive work environment and provide incentives for talents to continue to contribute optimally. MMAF in nurturing and retaining talents to remain in the best performance state so that they are ready to be used and placed as successors in target

positions. Awards and recognition of talents carried out at MMAF include succession planning, rotation mutation and promotion, assignments in the form of enrichment and expansion of positions, and awarding. The implementation of awards and recognition of talents that have been carried out in MMAF through the provision of study assignments and study permits, providing training opportunities, completing service ties, promotion of structural positions and higher functional positions, mutation and rotation of positions closer to home-based, foreign service trips, and awarding.

Competition in the marine and fisheries sector can affect the implementation of talent management. Ministries need to understand and respond to competition by developing strategies that can attract top talent and retain them within the organization. This involves increasing competitive advantage through effective talent management, innovation, and collaboration with external stakeholders such as the marine and fisheries industries. MMAF prepares competition in the marine and fisheries sector through talent development efforts. Talent development in MMAF is carried out to strengthen apparatus human resources in preparing competency needs as the challenges of the times, and obtain the quality of apparatus human resources in accordance with the needs of the positions occupied and to be occupied. Talent development has a broad meaning. This is closely related in the process of seeing the condition of the HR profile of the apparatus that has been recruited. Talents that have been recruited will see their development if there is an improvement in the quality of apparatus human resources both in qualifications, performance, and competence. These improvements can then be used as a basis in the process of determining the career development of HR apparatus in the work environment based on organizational needs.

The implementation of MMAF competency development is carried out by organizing competency development through steps to implement the division of work roles. Sukamandi Apparatus Education and Training Center as a work unit in the field of apparatus HR training at MMAF which carries out the duties and functions of implementing competency development through curriculum development activities, facilitation, development quality control and at the same time the place of implementation. This is different from the assignment to the echelon I work unit, especially in the process to carry out a series of competency development plans that will be passed by each human resource of the MMAF apparatus to carry out development based on qualification, competency, and performance gaps. The implementation of competency development externally is carried out by MMAF through collaboration with various institutions related to the process of implementing employee learning assignments, short courses, national and international seminars, workshops, and other competency development as stated in the competency development scheme based on the Regulation of the Minister of Marine Affairs and Fisheries of the Republic of Indonesia Number 44 of 2022 concerning Competency Development for State Civil Servants within the Ministry of Marine Affairs and Fisheries.

Demographic changes, such as generational differences in work attitudes, can affect the adoption of talent management. Ministries need to understand the

characteristics and needs of different generations in terms of career development, work flexibility, and recognition. Taking these differences into account, the Ministry can design talent management strategies that match the preferences and expectations of each generation. MMAF in pushing through a comprehensive process of manpower needs analysis and planning. This involves an in-depth understanding of demographic profiles, population trends, and labor dynamics in the marine and fisheries sector. By understanding current and future workforce needs, MMAF can identify skills gaps that need to be addressed and develop appropriate talent management strategies. In addition, the process of human resource development prioritizes an inclusive and sustainable approach. This includes investing in education and training to enhance the skills and knowledge of civil servants and encourage active participation from different demographic groups. MMAF must also ensure equal opportunities for all individuals, regardless of demographic background, to access career development opportunities. The implementation process in minimizing the gap between generations is carried out by MMAF by creating a good balance between age and skills in the work team. This can be done through the development of equitable career development programs for civil servants of different age groups, as well as policies that encourage intergenerational collaboration and knowledge exchange. By harnessing the strengths of different demographic groups, MMAF can create strong and diverse teams.

External factors also play a role in the implementation of talent management in MMAF. One of them is the existence of fierce competition in this sector. MMAF attracts and retains qualified experts to deal with the increasing complexity of marine and fisheries problems. Another influential factor is the involvement of external stakeholders, such as universities and research institutions. The ministry needs to work closely with these parties to identify and develop talents relevant to the needs of the marine and fisheries sector. Collaboration with the private sector is also important in providing attractive career development opportunities for young talents. Partnerships are a key sector of MMAF to continue to grow with the private sector and educational institutions to facilitate skills development that suits the needs of agencies. Increased collaboration with the private sector and educational institutions is carried out by MMAF to see and gain a better understanding of industry trends, as well as facilitate relevant training and education to improve the skills of civil servants in facing the challenges of external situations that arise.

Talent Management Implementation Strategy

The formulation of the process of the talent management system requires complex stages. Talent management policies within MMAF have a strategic role in supporting the sustainability of government bureaucracy and development in the marine and fisheries sector. Talent management has a strategic role in ensuring the availability of talent that matches the competitive needs of the organization. The availability of sufficient talent will be able to improve the quality of organizational performance so as to achieve maximum results. In anticipating influential factors in the implementation of talent management in MMAF, there are several things that need to be considered. The following are some important points to consider,

including: (1) Comprehensive Talent Needs Analysis in the context of MMAF. This involves identifying the skills, knowledge, and competencies required to achieve the Ministry's strategic objectives. With a clear understanding of talent needs, the Ministry can design relevant and effective talent management programs. (2) Talent Identification and Mapping to determine the potential and qualifications of individuals within the organization. It involves an assessment of individual skills, experience and characteristics relevant to roles and responsibilities in the Ministry. By mapping existing talents, the Ministry can identify development potential and career opportunities for individuals, as well as allocate resources more effectively. (3) Succession Planning in anticipation of future talent needs. Ministries need to identify key roles and strategic positions that require good succession. This involves identifying potential candidates who have the potential to fill the position in the future. With good succession planning, the Ministry can reduce the risk of vacancy of key positions and ensure the continuity of organizational performance. (4) Employee capacity development as an important factor in anticipating influential factors in the implementation of talent management. The ministry needs to provide good development opportunities for employees, including training, certification, coaching programs, and coaching mentoring. By providing opportunities for growth and development, the Ministry can improve the competence and skills of employees, as well as retain them within the organization. (5) Effective communication and active involvement of employees in supporting participation, improvement of employee capacity and skills. Ministries need to establish open and transparent communication with employees, facilitate feedback, and involve them in decision-making related to talent management. This will help build employee trust, motivation, and attachment to the organization and (6) Performance Evaluation and Measurement to measure the results of talent management programs. Ministries need to have an objective and relevant evaluation system to measure individual performance and overall talent management programs. This will help identify successes, challenges, and areas of improvement in talent management implementation, and inform better decision-making.

E. Conclusion

Influential factors in the implementation of talent management in MMAF can vary, including internal and external factors. Internal factors include aspects related to the condition of the organization itself, such as commitment and support from top management, clear policies and procedures, structured career development, and appropriate rewards and recognition. These factors play an important role in attracting, motivating, and retaining quality talent within the organization. External factors also have a significant impact on the implementation of talent management in MMAF. One of them is fierce competition in this sector. Ministries need to compete to attract and retain qualified experts, given the increasing complexity of marine and fisheries issues. In addition, demographic changes, such as changing needs and preferences of new generations, also affect talent recruitment, development, and retention strategies in organizations. The involvement of external stakeholders also has an important role in the implementation of talent management in MMAF.

Universities and research institutes can be important partners in identifying and developing talents relevant to the needs of the marine and fisheries sector. In addition, collaboration with the private sector can also provide attractive career development opportunities for young talents. In anticipating these factors, it is necessary to conduct a comprehensive talent needs analysis, talent identification and mapping, good succession planning, employee development, employee communication and engagement, and effective performance evaluation and measurement. In an increasingly dynamic and complex context that is evolving, it is important for MMAF to recognize the importance of influential factors in the application of talent management. A holistic and comprehensive approach is required, involving all relevant parties, adopting best practices, and being able to adapt to changes in the internal and external environment. By paying attention to these factors, MMAF can optimally manage and utilize talents, increase competitive advantage, strengthen collaboration with external stakeholders, and achieve the organization's strategic goals.

The implementation of effective talent management in the Ministry can support the sustainability of the marine and fisheries sector as well as a greater contribution to national development in the field. In the application of talent management, there are policy implications that can be considered, identification and qualification, internal talent development in supporting career development and employee placement, designing more effective recruitment and selection strategies to attract and retain the best talent, designing targeted development programs by considering mastery of employee competency and capability levels in carrying out more complex tasks, and Improve work efficiency and effectiveness, adopt a competency-based approach and clear criteria by encouraging high performance and provide appropriate rewards to outstanding employees, and adopting a flexible and responsive approach to continuously improve and improve talent management policies and practices in accordance with internal and external changes that occur.

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