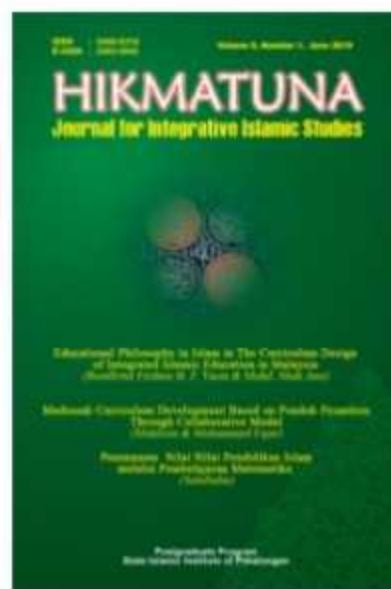




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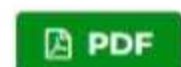
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The Optimization of Local Government Officials Succession Plan in Indonesia through Talent Management on Islamic Perspective

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The Optimization of Local Government Officials Succession Plan in Indonesia through Talent Management on Islamic Perspective

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Abstract

This article describes the optimization of succession planning of the high leadership position in Government Agencies through the talent pool mechanism, that under the Law, the high leadership appointment can be conducted without through the open selection mechanism as long as the organization has been run a merit system. One requirement of this system is Succession Planning that obtained from The Talent Management. Targets used in this study are 30 respondents of the high leadership position candidates (equivalent to echelon III) in provincial and district/ city government. The method used is an action research method by the assessment center of potential and competence with the qualitative approach. The results showed that from 30 administrative officers who trained projection mapping and competence mapping program, approximately 43.33% of officers in the rising star quadrant, that is fully prepared area to projected as officers at the Pratama high leadership, then about 50% go into the quadrant 2 that is promotable area with some development on adjusted aspects.

Keyword: *Assessment Center, Action Research, Nine Box Talent, Potential and Competence*

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Abstrak

Artikel ini menjelaskan optimalisasi perencanaan suksesi posisi kepemimpinan tinggi di Instansi Pemerintah melalui mekanisme talent pool, bahwa di bawah Undang-Undang, pengangkatan kepemimpinan tinggi dapat dilakukan tanpa melalui mekanisme seleksi terbuka selama organisasi telah mencapai suatu prestasi. Salah satu syarat sistem ini adalah Perencanaan Suksesi yang diperoleh dari The anggota manajemen. Target yang digunakan dalam penelitian ini adalah 30 responden dari kandidat posisi kepemimpinan

tinggi (setara dengan eselon III) di pemerintah provinsi dan kabupaten / kota. Metode yang digunakan adalah metode penelitian tindakan oleh pusat penilaian potensi dan kompetensi dengan pendekatan kualitatif. Hasil penelitian menunjukkan bahwa dari 30 petugas administrasi yang melatih pemetaan proyeksi dan program pemetaan kompetensi, sekitar 43,33% petugas di naiknya kuadran bintang, yaitu area yang sepenuhnya siap untuk diproyeksikan sebagai petugas di kepemimpinan tinggi Pratama, kemudian sekitar 50% masuk ke dalam kuadran 2 yang merupakan area yang dapat dipromosikan dengan beberapa pengembangan pada aspek yang disesuaikan.

Kata Kunci : Pusat Penilaian, Penelitian Tindakan, Sembilan Kotak Talent, Potensi dan Kompetensi

A. INTRODUCTION

Since Law No. 5 of 2014 on the Apparatus State Civil (ASN) has established, a lot of hope emerged from public to it in order to increase their commitment for improving of the public services quality and their competence to implement the governmental tasks and developmental. Previously, The Agenda of Bureaucracy Reform was held through. The Achievement Target of Grand Design of Bureaucracy Reform 2010-2025, then truly existence of the Law about ASN is more emphasized on how to call outstate apparatus that integrity and professional, besides neutral and clean attitude of KKN (Corruption, Collusion, and Nepotism). Through this law, capacity and accountability of the bureaucratic performance that organized by The Apparatus State Civil is targeted to be better, and the apparatus human resource become more professional in carrying out functions of the government and national development. The Apparatus State Civil is encouraged to be able to improve its performance with a culture-set that aligns with the performance improvement demand over time.

However, in reality, the apparatus state civil HR has not been fully able to perform a central role in the implementation of the government tasks, especially those directly related to public services. The apparatus state civil is often considered less responsive in providing services to the public for almost all estuaries of the government duties. The state apparatus development implemented by the government after reformation through the bureaucracy reform policy is in fact still partial and unable to touch the main issue of the state apparatus institutional capacity development.

Based on data at the Central Bureau of Statistics (BPS), it is known that a number of Government Civil Servants (PNS) ASN throughout Indonesia in 2016 numbered 4,374,349 people. From the data, about 1,066,136 employees have the rank of class IV and about 1,078,701 people have class rank III/ C and III/ D. It is estimated of total employees who have structural positions or functional positions at the first, young, associate and main level. Overall PNS in the class rank III and IV are candidates who are occupying structural positions currently or they who have the potential to be promoted at the intermediate-high leadership or main high leadership position in the future.

In-Law No. 5 of 2014 on The State Civil Apparatus Article 108 paragraph (1) stated that "Completion of the main high leadership and intermediate positions in ministry, secretariat of the state institutions, non-structural institutions, and regional agencies conducted openly and competitively among civil servants by taking into account the requirements of competence, qualifications, rank, education and training, job title track record, and integrity as well as other requirements that are needed in accordance with the provisions of the legislation", while paragraph (2) it states that "Completion of the main high leadership and intermediate positions shall be conducted at the national level".

Through the open selection expected, recruitment mechanism and selection of the high leadership positions are no longer carried out in private that potentially collusion. Election of the high leadership positions becomes more competitive, so that it can attract qualified and competent people in accordance with the organization demands. In line with these objectives, Sinha and Thaly (Sinha & Thaly, 2013, p. 142), find that recruitment and selection functioning as a competitive function of human resource management activities within the organization will produce great talents who capable of supporting an organization's competitive advantage strategy. Neeraj and Manav (Kumari, 2012) in his research convey that the success of an organization in achieving its long-term success, starting from the recruitment process to get potential candidates.

Nevertheless, the implementation of the official's recruitment and selection conducted through the open selection system is not unproblematic. One serious problem is the stagnancy of the career system that has been carried out through this systematic career management, from planning, coaching, development to placement. Potential candidates who have been coached and developed since signing in early as employees, often ran aground when following the open selection process. The open selection that conducted since Law No. 5 of 2014 also raises a number of top-level job seekers. As a result, there is various speculation about the credibility of the selection system among them use assessment center model.

In article 111 Law No. 5 of 2014 states that " The provisions concerning charging high leadership position as referred to in article 108, article 109, and article 110 can be excluded on Government Agencies that have implemented the Merit System in employee coaching ASN with KASN approval". Article 108, Article 109, and article 110 itself regulate about the procedure of open and competitive selection for High Leadership Position. One criterion in The Merit System as set forth in Article 134 The Government Regulation Number 11 of 2017 about The Civil Servant Management and career management system in a group of The Succession Planning obtained from talent management.

Rabbi, Ahad, Kousar, and Ali (Rabbi, Ahad, Kousar, & Ali, 2015, p. 212) in his research revealed that talent management is a series of activities to recruit, select, develop, and retain the best employees in their strategic role in the future. Oladapo (Oladapo, 2014, p. 25) also confirmed in his research that talent management scope consists of 5 categories: recruitment, performance management, succession planning, training and development, and maintenance of talent. The results of Oladapo's research conducted in

36 companies that have implemented talent management programs in line with what was delivered by Lockwood (2007) that talent management is the mainspring of an organization's successful achievement (Lockwood, 2007, p. 13).

According to Estédadiet al. (Estedadi & Hamidi, 2015, p. 45), succession planning is designed to identify and select potential candidates for strategic leadership positions in the future, ensuring effective leadership development, and maintaining the capital of an organization's knowledge and intellectual. The research conducted by Kowalesk et al. (Kowalewski, Moretti, & McGee, 2011, p. 106) about the best 25 companies in New York reveals that about 84% of companies already have and will possess succession planning in their workplace. Succession planning used as the basis for their research has a role in identifying and developing potential candidates within the organization in the future. Based on the above problems, they are necessary to conduct research that aims to obtain a model of succession planning for The High Leadership Position through the development of the talent management.

Based on the problem background, it can be formulated the research problem as the potential and competency mapping of the pratama high leadership official candidates in local government as measured through the assessment center approach, the talent management model of pratama high leadership officials in local government based on the results of potential and competency measurement, what is the role of succession planning in generating the high leadership officials at the organizational strategic level.

The recruitment concept is widely studied in various fields of organizational or business sciences. Even Islam also contributes to this. Selection of prospective employees in Islam based on knowledge, experience, and technical skills owned. Good Muslim officers are individuals who have high motivation skills. As well as in the development of the quality of human resources is to realize two fundamental traits that are strong and trustworthy. It is in accordance with the word of Allah SWT in Qs. Al-Qashas [28]: 26 (2006).

قَالَتِ إِحْدَاهُمَا يَأْتِي أَسْتَجِرُّهُ إِنَّ خَيْرَ مَنْ أَسْتَجَرْتِ الْقَوِيُّ

الْأَمِينُ

"One of the two women said: "Yes my father took him as a man who works (in us), for verily the best man that you take to work (in us) is a strong man again trustworthy".

In the verse it is explained that the strength also requires the fulfillment of skills in science, where the officer must be responsible in the work, know his/her habits, its demands and able to perform the work in Assign to it. In addition, employees must have a mandate, where the trust is a guidance in every job, because the trust means to be sincere and feel in the supervision of Allah SWT when carrying out any work. On the other hand, the trust fulfilled in the officers in particular and human in the primarily is a factor that will prevent damage in all its forms and its impact on the scattering of economic

resources, weakness in carrying out, the spread of bribes And deprivation of the Muslim treasure.

Pleased with his skills and prowess, Islam stipulates that one who will be appointed to a certain position of office is more if it relates to the decisions of the crowd, must be a person who has the skills and proficiency in that task or office . On that basis, an official, officer, and leader who will be appointed must be chosen from the most appropriate person. Islam reminds the act of raising a person who is not an expert or an improper person is considered to have violated the mandate and betrayed to God, his apostle and traitorous to the Muslims (Yusanto & Widjayakusuma, 2002, p. 17).

Success in the matter of recruitment of employees, Islam gives some emphasis that can be used as consideration in recruitment of employees, namely: (a) Merit System, the balance in providing awards and rewards given Based on the high quality of performance; (b) Takwa to God and have a high moral commitment to achieve the objectives that have been established. This is very important, because thus the officer will have a moral responsibility not only to his superiors/lead but especially in his lord; (c) Nepotism or favoritism (likes and dislikes), and all forms of bribery and collusion are strictly forbidden in the administration and management of Islam (Iskarim, 2017, p. 307-327).

The result of reseach Fauzi, (Fauzi, 2011, p. 170) this study intends to examine the conceptual meaning of human relations and the urgency with psychological and sociological approach in the perspective of the values of the Qur'an, Because The Qur'anic principle is to guide human life. The shift in the orientation of this communication is Inseparable from the human relations that is increasingly widespread and seamless, everyone can relate to anyone who desired, Including Westerners and their world. The existence of two human relationships that must be Followed by two cultures is then led to the change tendency of the relations between the two models.

The talent management according to Ford et al. (Ford, Harding, & Stoyanova Russell, 2010, p. 3) is a systematic process to identify, develop, explore engagement, deployment of those individuals with the high potential who are of particular value to an organization, especially in developing leadership of the organization in the future. Aguirre et al. (Aguirre, 2009, p.2) argues that any company that aspires to compete on the global stage must implement a strategic approach to talent management.

Related to that, Rachel et al. (Rachel, Pavithra, & Imran, 2016, p.98) asserts that main step in achieving the organization's strategic goals and objectives is through the talent management, which is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Anwar et al. (Anwar, Nisar, Khan, & Sana, 2014, p. 1153) in his research reinforces this view by concluding that talent management performs the effective role and integrates all levels in the organization's performance improvement. Egerovaetc (Egerová, Lančarič, Eger, & Savov, 2015, p. 116) argues that talent management is a crucial challenge for all organizations aiming to enhance their competitive advantages.

Talent management is described operationally as a process to ensure the organization has human resources with the quantity and quality required in the present and the future. Talent management is an effort to help Talent Pool sustainable. Talent management is built on identification, acquisition, selection, and mapping and development of potential talents to fill strategic positions in the future.

Talent Management is systematically implemented and planned to ensure continuous assigning of the high leadership positions in Local Government, or to obtain individuals who have leadership spirit through The Competence Development.

Talent Management is the best practice of employee management that is designed to get the best key talent that holds the key position according to the result of the potential and competence assessment. These best practices are designed specifically according to succession planning that is structured periodically. Talent management model combines multiple HR management functions that are integrated for the purpose of creating high performance and sustainable organizations that meet the organization's long-term goals.

Talent management by Taha etc. (Taha, Sirková, & Ferencová, 2013, p.16) is part of a human resources strategy that refers to the strategy of making employees as human capital to achieve the organization's long-term business objectives. Jalagat (Revenio C. Jalagat, 2016, p. 2320) argues that talent management is very vital to the success of the organizations. It has shifted to the modern ways of managing and developing talents to bridge the gap of talent shortage.

Succession planning concept according to Cruickshank (Cruickshank, 2018, p. 53) starts when business organizations begin to realize that the retreat of organizational survival heavily dependent on developing the expertise of existing employees. Harper et al. (Harper, Leider, Coronado, & Beck, 2017, p.1) propounds that succession planning is defined as a method used by an organization to meet its needs through identifying and developing high-performing employees to occupy leadership positions in the future. Through succession planning according to Nnabuiife and Okoli (Nnabuiife & Okoli, 2017, p. 162), organizations develop the right people with the right mentality to take over the leadership in the future. So that the organization will fulfill its mandate of being a going concern.

The Allen's (Alhuwalia, Skidmore, Makkai, Allen, & Archer, 2013, p. 11) is part of the employee plan that focuses on how to get leaders at every level of the organization, which Kumar and Kota (VV & Kota, 2017, p. 63) say that succession planning starts from identifying potential employees for a particular position with the need for a defined competency.

The research approach used in this research is qualitative research by using an action research method based on the need to optimize the design of leadership succession planning through talent pool of the pratama high leadership officials (equivalent to eschelon II) in Local Government. The target of this study was 30 administrative officials in Local Government, that's:

Table 1. Research Goals

NO	LOCAL GOVERNMENT	AMOUNT	%
1	West Sumbawa	2	6,67
2	Central Bangka	1	3,33
3	Gorontalo	1	3,33
4	Kotamobagu	5	16,67
5	South Sulawesi	1	3,33
6	MusiWaras	6	20,00
7	Indramayu	3	10,00
8	Malang	1	3,33
9	Banyumas	1	3,33
10	Lombok	1	3,33
11	Barito Kuala	2	6,67
12	Tabalong	3	10,00
13	Batola	1	3,33
14	Bandung	2	6,67
JUMLAH		30	100

To assess the potential and competence of the high leadership officials used an assessment center approach that focuses on the assessing of potential and competencies. The potential assessment was performed using a psychological test gauge, while a competency assessment was performed using simulated test gauge through the case

studies and in-depth interviews. Potential and competencies parameters measured include:

Table 2. Parameters of Potential and Competence Measured

NO	POTENTIAL PARAMETER	VALUE STANDARD	COMPETENCY PARAMETER	VALUE STANDARD
1	Durability	3	Understanding Vision	3
2	Work Stability	3	Innovation	3
3	Initiative	3	Troubleshooting	3
4	Achievement Impulse	3	Change management	3
5	Creativity	3	Integrity	3
6	Social Relation	3	Planning and Organizing	3
7	Adjustment	3	Result Impulses	3
8	Responsible	3	focus Stakeholders	3
9	Confidence	3	Leadership	3
10	Independence	3	Conflict Management	3
11	Leadership	3		

The results of measurements made through the assessment of potential and competence in the assessment center then compared with the standard value to obtain the potential and competence index, with the formulation as follows:

$$\text{Potential Index} = \frac{\text{Average Potential Gained}}{\text{Standard Potential Value}} \times 100$$

$$\text{Competency Index} = \frac{\text{Average Competency Gained}}{\text{Standard Competency Value}} \times 100$$

The results of these potential and competency assessments are inserted into the nine-box talents by calculating the average scores obtained from each official on each of the potential and competence parameters.

B. DISCUSSION

The results of research conducted to determine the potential and competence maps of administrators in local government is known that of about 30 officials who became the research target, only about 3.33% or only 1 official whose potential value (X axis) under

3 or only 2 predicated people that not meet the standard, while about 93.33% has a value of 3 - 3.75 or predicated people meet the standard and above the standard. While results of the assessment on competence (on Y axis), it is known that about 43% or 13 people get grade 2 (less meet the standard) and about 56.67% or 16 people get grade 1 (below standard).

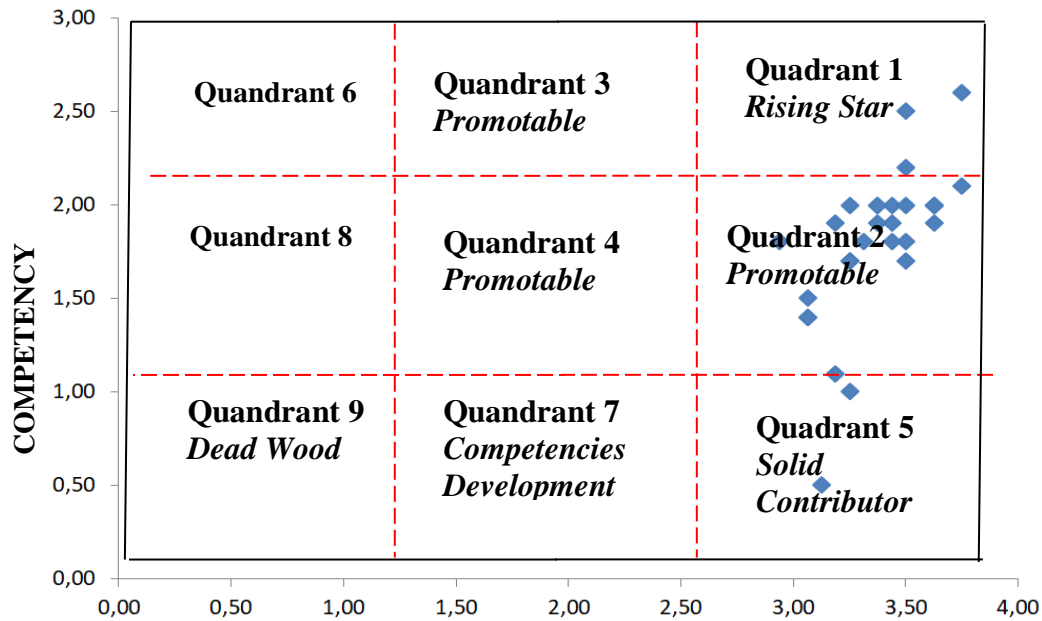
Based on the map of potential and competence in the talent pool, it seems that the administrators of local government are in the quadrant 1 (rising star) which is 13 people or about 43.33%. Officials who are in the quadrant 1 are officials who have high grading of the potential and competency. Then 15 people or about 15% are in the quadrant 2 (promotable) which is employees that prepared to be assigned to a higher position in accordance with the standard of potential and competence possessed. While 2 other officials are in the quadrant 3 (Promotable), which is officials with the high potential grade, but the results of competence still tend to be low.

Table 3. The Potential and Competence Map of The High Leadership Officials in Local Government

NO	QUADRANT	AMOUNT	%
1	Quadrant 1: Rising Star Employees with high potential and high competency according to the assessment center result are employees with the main priority category to be assigned to higher positions in accordance with the potential and competencies standards.	13	43,33%
2	Quadrant 2: Promotable Employees with moderate potential and high competency according to the assessment center results, are employees with categories that prepared to be assigned to higher positions in accordance with the potential and competencies standards possessed.	15	50,00%
3	Quadrant 3: Promotable Employees with high potential and moderate competence according to the assessment center results, are employees with categories that prepared to be assigned to higher positions in accordance with the potential and competencies standards possessed.	2	6,67%
4	Quadrant 4: Promotable Employees with moderate potential and moderate competence according to the assessment center results, are employees with categories that prepared to be assigned to higher positions in accordance with the potential and competencies standards possessed.	-	0

5	Quadrant 5: Solid Contributor Employees with low potential and high competency according to assessment center result are employees with quite prepared categories to be assigned with the development notes on some potential gaps and recommended competencies to improved their quality so that they can meet established standards	-	0
6	Quadrant 6: Solid Contributor Employees with low potential and moderate competence according to the assessment center results, are employees with quite prepared categories to be assigned with the development notes on some potential gaps and competencies recommended to improved their quality so that they can meet established standards	-	0
7	Quadrant 7: Competencies Development An employee with high potential and low competency according to the assessment center, are employees with not prepared category to be assigned, so it needs to conduct further development to improve the current competencies	-	
8	Quadrant 8: Concern Employees with medium potential and low competence according to their assessment center results, are employees with not prepared categories to be assigned, so it needs attention in development and optimization to their current positions.	-	0
9	Quadrant 9: Dead Wood Employees with low potential and low competence according to the assessment center are employees with not prepared category to be assigned, so special handling is necessary in order to the relevant employees are not removed from the organization	-	0

Employees who in the quadrant 1 (rising star) are the most potential employees to be promoted to a higher position than their current position. When looked the assessment results, although generally, officials who follow the assessment of potential and competence through the assessment center get a high potential grade, but not a few who get the value of competence is less than the standard that has been determined. This illustrates that basically high leadership positions in local government have a high potential, but because the environment and work culture so far that tend to be bureaucratic, then at least affect competencies achievement possessed by these officials.



Picture 1: Potential

Potential and Competency Index is calculated according to comparison between the average values obtained from the assessment center for each parameter with a defined value standard:

Table 4. Potential Index of High Leadership Officials Local Government

N O	POTENTIAL PARAMETER	VALUE STANDARD S	AMOUN T	AVERAG E	POTENTIAL INDEX
1	Durability	3	84	2,80	0,933
2	Work stability	3	80	2,67	0,889
3	Initiative	3	99	3,30	1,100
4	Creativity	3	93	3,10	1,033
5	Social Relations	3	92	3,07	1,022
6	Adjustment	3	98	3,27	1,089
7	Responsible	3	119	3,97	1,322
8	Confidence	3	104	3,47	1,156
9	Independence	3	105	3,50	1,167
10	Leadership	3	108	3,60	1,200
11	AchievementImpulse	3	112	3,73	1,244

The highest potential index of the high leadership position is The Responsibility with the value of the potential index of 1.322 then The Achievement Impulse of 1.244 and The Leadership of 1,200. Calculation of the potential index obtained from the formulation results as follows:

$$\text{Potential Index} = \frac{\sum \text{Parameter Potential: n}}{\text{Standard Value}}$$

$$\text{Durability Potential Index} = \frac{84 : 30}{3} = 0,933$$

While the Competency Index of the high leadership position is as the following table:

Table 5. Competency Index of The High Leadership Officials
Local government

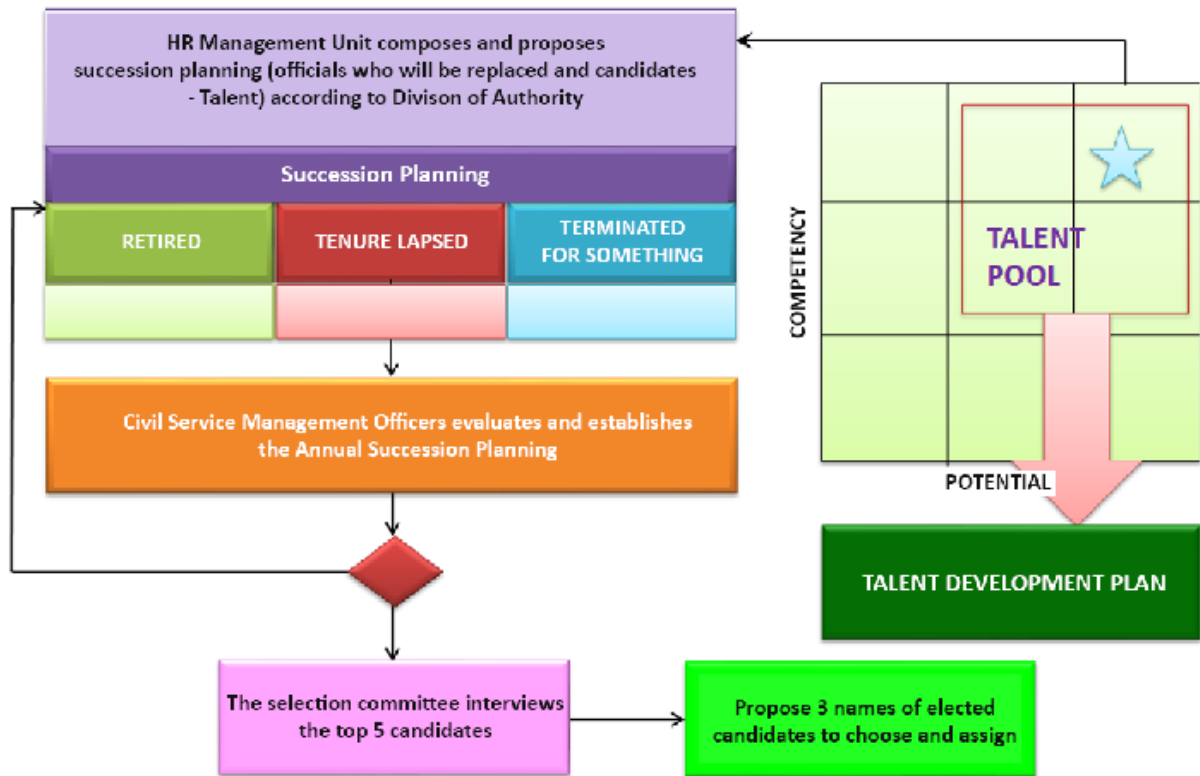
N O	POTENTIAL PARAMETER	VALUE STANDA RD	AMOUN T	AVERAG E	COMPET ENCE INDEX
1	Understanding Vision	3	55	1,833	0,611
2	Innovation	3	56	1,867	0,622
3	Troubleshooting	3	49	1,633	0,544
4	Change Management	3	58	1,933	0,644
5	Integrity	3	60	2,000	0,667
6	Planning and Organizing	3	48	1,600	0,533
7	ResultImpulse	3	54	1,800	0,600
8	Focus to Stakeholder	3	51	1,700	0,567
9	Leadership	3	55	1,833	0,611
10	Conflict Management	3	56	1,867	0,622

Based on the result of the assessment parameter with the highest index is The Integrity with the competence index value of 0.667 and then The Management Change of 0.644 and The Innovation of 0.622. Calculation of The competence index is obtained from the following formulation:

$$\text{Potential Index} = \frac{\sum \text{Competency: n}}{\text{Standard Value}}$$

Competency Index of The Understanding Vision = = 0,611

From the assessment of potential and competence through the assessment center, then it will become the basis in determining the talent pool. Based on the result of the research, the model of Succession Planning from The Talent Management in accordance with the mandate of legislation and bureaucratic culture in Indonesia is as shown below.



Picture 2: Assessment Of Potential and Competence

As for stages in the succession planning of the high leadership positions obtained from the talent management are as follows:

1. Every 5 (Five) Years, Civil Service Management Officer (PPK) organizes The Succession Planning containing: (a) Position Holders that will reach Pension Age and (b) Position Holders that tenure will be lapse and Potential Candidate Names obtained from The Talent Pool, according to Ranking on The Quadrant Nine Box Talent. While for the laid-off Position Holders for some reason, PPK according to proposal of the Head of Unit at any time can directly propose the Potential Candidate obtained from the Talent Pool;
2. Every year, the Bureau of Civil Service organizes The Succession Planning for Administrator, High Leadership Position, and Skill Functional Position, and Civil Service Management Unit level. The work unit of Echelon I organizes The

- Succession Planning for Supervisors, Executives and Skill Functional Position, derived from the 5 Year Succession Planning;
3. Information about the vacancy of empty positions due to three things mentioned above, delivered transparently and openly through The Human Resources Information System. While employees who placed in The Talent Pool, can be accessed limited by each employee;
 4. At least 1 month before the Position Holders has retired or his/ her tenure has lapsed, Civil Service Bureau proposes positions that need The Leadership Succession and a list of potential candidate names in each of 5 positions obtained from the Talent Pool from top to 5th of the list;
 5. The Civil Service Bureau encloses the results of the Integrity Assessment (Employees Integrity Index), the morality record, and the Track Record of the proposed 5 (five) names. If the top 5 rankings in the Talent Pool indicate any violation of Integrity and Morality, this bureau prepares names of the Alternative Candidate obtained from next rank;
 6. The Performance Assessment Team establishes 3 candidates, who will be nominated as potential candidates for the organization strategic position.

C. CONCLUSION

From the research result, it can be concluded that succession planning is a model of the talent management group that can be projected to occupy a strategic position in the future. The succession planning contains a group of officers with the competencies and qualifications appropriate to the classification of positions and achieves superior performance. Based on the result of the research, it is known that, in general, administrative officer (equivalent as Echelon III) in Local Government is quite prepared to be projected to become The Pratama High Leadership Official (equivalent as Echelon II). Approximately 43.33% of administrative officials belong to the Rising Star talent pool, while about 50% the others are officials who are prepared to be promoted, with some leadership development that has gaps of the potential and competencies still lack standards. A succession planning with a talent group model designed through a leadership development program is expected to improve the Civil Servant's career management system, which since Law No. 5 of 2014 has been imposed and replaced by an open selection system. While the open selection system itself is less attention to the process of planning, coaching, and career development of employees in their respective organizational environment.

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