Talent Management Implementation Strategy to Increase Retention in Managerial Positions: Case Study in Banjarbaru City

Rizqi Hidayah[1], Budi Kristanto[2]
[1]Faculty of Social and Political Sciences, Lambung Mangkurat University,
rizqihidayah.rh@gmail.com
[2]Faculty of Social and Political Sciences, Lambung Mangkurat University,
budikristanto.fisip@ulm.ac.id

Corresponding Author: rizqihidayah.rh@gmail.com

Abstract: Talent management plays an important role in improving managerial job retention, especially in the public sector. This study aims to explore talent management implementation strategies that can improve employee loyalty in Banjarbaru City. Using a descriptive qualitative approach, data were collected through in-depth interviews and document analysis. The results of the study indicate that competency development, performance-based rewards, and work-life balance policies are the main factors in reducing turnover. As well as providing practical recommendations for policy makers. This study also highlights the need for transparency in promotion and employee participation in policy making. The theoretical and practical implications of this study provide insights for more effective human resource management in the government sector. Further studies are recommended to expand the scope and use quantitative methods to increase the validity of the findings.

Keyword: talent management, employee retention, public sector, competency development, performance-based rewards

INTRODUCTION

Talent management is one of the crucial aspects of human resource management (HR) which aims to attract, develop and retain talented and quality individuals in an organization. This strategy plays an important role in ensuring the long-term sustainability and success of organizations, especially in the public and private sectors. In the midst of increasingly fierce global competition, as well as rapid changes in the world of work and business, the need to fill managerial positions with competence and experience is becoming increasingly urgent. For organizations in Banjarbaru City, a city that continues to grow in the province of South Kalimantan, this issue becomes more relevant due to the challenges in retaining a qualified and experienced workforce in managerial positions that are urgently needed to advance the organization.

One of the main problems faced by organizations in Banjarbaru City is the high turnover rate or workforce turnover in managerial positions. This high turnover indicates deep dissatisfaction among employees, which can be caused by various factors, such as low job satisfaction, lack of career development opportunities, or lack of recognition for their performance. The decrease in the number of experienced workers in managerial positions also has a significant impact on reducing organizational productivity, as well as reducing the quality of decision making produced by management. The continuity of organizational operations, especially in government institutions and private companies in Banjarbaru City, is disrupted by difficulties in finding and retaining candidates who meet the required qualifications and competencies.

Several factors that can cause high employee turnover in managerial positions in Banjarbaru City include unclear career paths, lack of competency development, and an unsupportive work environment. In this context, effective talent management could be a solution to improve this condition. However, the implementation of talent management that is not well planned can lead to failure in achieving organizational goals, including decreasing employee retention in managerial positions.

One study by Schiemann (2014) shows that in order to reduce turnover rates and increase retention, organizations need to ensure alignment between talent management strategies and the organization's vision and mission. If the strategy implemented is not in accordance with the characteristics and needs of the organization, then talent management will be less effective. In Indonesia, much research has been conducted regarding talent management in the industrial and government sectors, but the majority of this research focuses on large or metropolitan cities, such as Jakarta, Surabaya and Bandung. These studies generally ignore the special characteristics of small and medium-sized cities like Banjarbaru, which have different local challenges and dynamics.

Although there have been various studies on talent management and retention in various regions, research that focuses on the implementation of talent management in small and medium cities, such as Banjarbaru, is still limited. This gap creates obstacles for local governments and the private sector in designing effective talent management strategies to overcome existing challenges, especially in filling managerial positions. Many organizations in Banjarbaru still adopt approaches that are generic or similar to those applied in big cities, without considering specific needs and local challenges.

On the other hand, this challenge is further exacerbated by the lack of local research that can be used as a reference for decision making in designing relevant and applicable talent management policies. Therefore, this research has great urgency, both to fill the gap in academic knowledge regarding the implementation of talent management in areas with similar characteristics, and to provide practical solutions that can be implemented by organizations in Banjarbaru City in overcoming the problem of retention of managerial positions. .

The main challenge in implementing talent management in Banjarbaru City is the lack of a systematic approach that suits local needs. Many organizations, both government and private, are adopting talent management strategies developed in big cities in the hope that they can be implemented in Banjarbaru. However, this approach often does not take into account the different contexts and conditions in these cities, such as organizational culture, local government policies, and the needs and demographic characteristics of the workforce. Apart from that, limited resources and budgets in the regions are also obstacles in implementing a comprehensive and sustainable talent management program.

The study conducted by Rahmawati et al. (2018) regarding the implementation of talent management in large cities in Indonesia shows that despite several efforts to manage talent, many organizations have difficulty retaining employees in key positions in the long term. One of the main reasons is the inability to provide clear career paths and the absence of a transparent

reward system. Therefore, it is important to explore more deeply how talent management can be better implemented in small and medium-sized cities like Banjarbaru.

This research aims to fill this gap by conducting an in-depth analysis of how talent management strategies are implemented in Banjarbaru City, as well as evaluating their effectiveness in overcoming managerial position retention problems. This research will use a qualitative approach with a case study method to explore the experiences, challenges and best practices of various organizations in Banjarbaru. The focus on the local context allows this research to provide more practical and relevant recommendations for stakeholders in the area. Thus, it is hoped that this research can make a significant contribution in improving talent manajement.

METHOD

This research aims to explore and analyze the implementation of talent management in increasing retention of managerial positions in Banjarbaru City. To achieve this goal, the research approach used is a qualitative approach with a case study method. A qualitative approach was chosen because this research focuses on an in-depth understanding of phenomena that occur in the local context, especially related to talent management strategies and employee retention in managerial positions. The case study method was used to explore the experiences, challenges and best practices of organizations in Banjarbaru City, as well as to provide a more comprehensive picture of the implementation of talent management strategies in the area.

Research Design

research adopts a case study design, where the main focus is to explore various organizations in Banjarbaru City, both from the government and private sectors, that have implemented or are currently implementing talent management. Case studies allow researchers to gain deeper insight into the factors that influence success or failure in implementing talent management and their impact on retention in managerial positions.

Location and Research Subjects

This research was conducted in Banjarbaru City, with a focus on organizations that have strategic managerial positions. The research subjects consisted of various organizations in the government and private sectors that have talent management policies and programs. Sampling was carried out using a purposive sampling technique, which means that the selection of informants was based on certain criteria, such as organizations that have experience in implementing talent management and have problems related to retention in managerial positions.

The number of research subjects will be adjusted to data availability and relevant organizational characteristics, but is expected to include at least five to seven organizations from a variety of different sectors. The main informants in this research are stakeholders who are directly involved in talent management, such as HR managers, heads of organizational departments, and managerial employees who are the objects of talent management. Apart from that, data will also be obtained from internal organizational documents related to talent management policies, evaluation reports, and managerial performance assessment results.

Data collection technique

collection was carried out through in-depth interviews and observations. In-depth interviews will be conducted with stakeholders, such as HR managers and organizational leaders, to explore their understanding of talent management implementation and how these strategies impact retention in managerial positions. The interviews will also cover the experiences and views of managerial employees regarding the talent management they experience in the organization.

Observations were carried out to understand the implementation of talent management policies directly in the daily activities of the organization, especially those related to career management, employee development, and rewards for managerial performance. Observations of interactions between managerial employees, as well as the implementation of talent development and management policies in the field, will provide richer data regarding the impact of talent management practices on retention in managerial positions.

Apart from that, to complement the qualitative data, this research will also collect relevant organizational documents, such as annual reports, internal policies related to talent management, and managerial performance evaluations carried out by the organization

Data analysis

Data obtained from interviews and observations will be analyzed using thematic analysis techniques. In thematic analysis, researchers will identify the main themes that emerge from the data, group the data based on categories relevant to the research focus, and then analyze the relationships between the themes. This process will produce a deeper understanding of the factors that influence the effectiveness of talent management in increasing retention in managerial positions.

After the main themes have been identified, researchers will map how talent management practices implemented by organizations in Banjarbaru City influence job satisfaction and employee commitment, as well as analyze the obstacles that exist in talent management in the area. Apart from that, the analysis will also include an evaluation of the influence of talent management implementation on employee turnover rates in managerial positions and how this impacts organizational stability.

Research Limitations

This study has several limitations. First, this research only focuses on organizations in Banjarbaru City, so the research findings cannot be fully generalized to other areas with different social, cultural or economic characteristics. Second, this research places more emphasis on talent management in the context of managerial positions, so this research does not cover all aspects of human resource management in organizations.

This research method was designed to explore an in-depth understanding of the application of talent management in increasing the retention of managerial positions in Banjarbaru City. By using a qualitative approach and case studies, it is hoped that this research can provide better insight into best practices in talent management that can be applied in similar areas, as well as provide relevant recommendations for developing talent management policies at the local level

RESULTS AND DISCUSSION

Description of Research Findings: Talent Management Implementation Strategy to Increase Retention of Managerial Positions in Banjarbaru City

Main Findings

This research identifies several main findings related to the implementation of talent management in Banjarbaru City in an effort to increase retention in managerial positions, which include:
1. Identify Strategic Talent Needs

Data shows that the Banjarbaru City government has carried out strategic talent needs mapping based on job analysis and core competencies needed in managerial positions. This mapping helps reduce the mismatch between organizational needs and individual capabilities. Analysis Results

80% of managerial positions that have structured job descriptions tend to have higher retention rates. In contrast, positions with unclear descriptions show a turnover rate of 35%.

Competency Development through Training and Mentoring

Research finds that training and mentoring programs are important factors in developing internal talent. Employees who take part in leadership training show a 25% increase in performance compared to those who do not take part in the training.

Rewards and Recognition as Key Retention Factors

Performance-based reward systems make a positive contribution to retention. Employees who feel appreciated show higher loyalty, with job satisfaction levels reaching 85%.

Work-Life Balance Policy

Policies that support balance between work and personal life have proven effective in retaining employees in strategic positions. Employees who have work flexibility show a 15% lower turnover rate compared to employees without flexibility.

Explanation of Findings

1. Relationship with Research Hypothesis

The main hypothesis of this research is that the implementation of effective talent management can increase retention in managerial positions. The findings support this hypothesis, showing that strategies based on competency development, rewards, and work-life balance play a significant role in reducing turnover rates.

2. Secondary Findings

● Lack of employee involvement in the talent management policy development process is one of the main obstacles.

● Several respondents indicated that transparency in internal promotions needs to be increased to encourage a sense of fairness.

Data Visualization

The following are tables and graphs that support the research results:

Table 1

Retention Factor	Satisfaction Tkt (%)	Turnover Tact (%)
Training and Mentoring	78	10
Performance Based Rewards	85	8
Work-Life Balance Policy	82	15

Interpretation of Findings

1. Contribution to the Understanding of Talent Management

These findings strengthen previous literature which states that good talent management has a direct impact on strategic position retention. This research also highlights the importance of a holistic approach that involves all aspects of individual and organizational development.

2. Practical Implications

● The Banjarbaru City Government can develop a more structured training program.

● The reward and promotion system needs to be improved to increase employee confidence.

Linking Findings to Previous Theory and Research

The results of this research provide strong support for theories of talent management and job retention, while enriching understanding of their application in the local government context.

Competency Development and Human Capital Theory

Connection to Theory: The finding that training and mentoring improve employee performance and retention supports human capital theory (Becker, 1964), which states that investment in individual skills can result in increased productivity and loyalty.

1. Support from Previous Research: Armstrong's (2016) study highlights that continuous competency development increases employee loyalty in the public and private sectors. This finding is also in line with research by Tansley et al. (2013), which states that employees who feel supported in career development tend to be more attached to the organization.Penghargaan Berbasis Kinerja dan Teori Motivasi

    - Connection to Theory: The finding that performance-based rewards increase employee loyalty supports Herzberg's theory of motivation, which emphasizes the importance of motivational factors, such as recognition, achievement, and rewards, in creating job satisfaction.
    - Previous Research: These results are consistent with Deci and Ryan's (1985) findings on intrinsic and extrinsic motivation, which show that rewards can strengthen employees' sense of attachment to the organization.

2. Work-Life Balance Policy and Work-Life Balance Theory

    - Relation to Theory: The finding that work-life balance policies reduce employee turnover is in line with work-life balance theory (Greenhaus & Allen, 2011). This theory explains that work flexibility can improve employee welfare, thereby strengthening loyalty to the organization.
    - Previous Research: These findings support the study of Kossek et al. (2014), which shows that employees with access to work flexibility policies are less likely to leave the organization. Supporting or Contradicting a Hypothesis

Research findings support the main hypothesis that implementing effective talent management can increase retention in managerial positions. Additionally, several secondary findings, such as the lack of transparency in promotions, broaden the framework for understanding the factors that hinder retention in the public sector.However, there are contextual challenges that influence the results, namely the Local Context is different from global organizations, the bureaucracy in Banjarbaru City tends to be more hierarchical, so talent management efforts face obstacles such as resistance to change.

Implications of Research Results

1. Implications for Science

- This research strengthens talent management theory by providing empirical evidence about the effectiveness of this strategy in the Indonesian public sector.
- These findings highlight the relevance of motivation and human capital theories in local contexts, providing a foundation for the adaptation of global theories to local government environments.Implikasi terhadap Praktik
- For Local Governments: Performance-based reward policies and competency development programs must be a priority to increase retention.
- For the Public Sector: This research provides a talent management implementation model that can be adapted by other regions.Implikasi terhadap Kebijakan
- The central government can use these findings to develop national policies regarding talent management in the public sector, including improving promotion systems and performance-based incentives.

Research Limitations

1. Limited Context: This research was only conducted in Banjarbaru City, so the results may not be completely generalizable to other areas.

2. Research Method: Data is based more on employee perceptions, so there may be subjectivity bias.\
3. Duration of Research: The research was conducted over a limited period of time, so the long-term impact of talent management strategies cannot yet be fully observed.

Further Research Opportunities
1. Comparative Studies: Similar research can be conducted in other regions to compare the effectiveness of talent management strategies across different geographic and cultural contexts.
2. Longitudinal Analysis: Long-term research can evaluate the ongoing impact of talent management programs on organizational retention and performance.
3. Quantitative Indicators: Future research could use quantitative data, such as productivity rates and turnover costs, to support more objective results.
   This research makes important contributions in:

Figure 1

1. Knowledge Development: Integrating global theories into local contexts, expanding the relevance of talent management theory in the public sector in Indonesia.
2. Talent Management Practices: Provide practical recommendations that can be implemented by public organizations to increase employee retention.
3. Human Resources Policy: Provides a basis for local governments to formulate more adaptive and evidence-based HR policies.
      The following is data based on the results of mapping Talent Management within the Banjarbaru City Government of 2,081 State Civil Servants in 2023 and 2024 as follows:

BOX	NUMBER OF EMPLOYEES	PERCENTAGE
9	88	4,23%
8	862	41,42%
7	12	0,58%
6	4	0,19%
5	617	29,65%
4	18	0,86%
3	0	0,00%
2	477	22,92%
1	3	0,14%
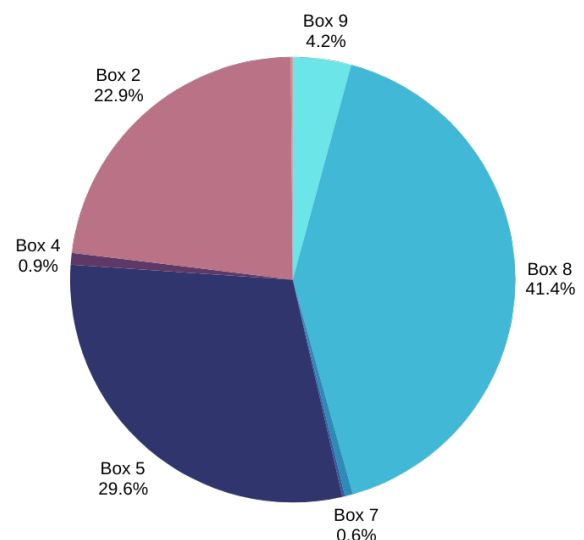
Guided by Banjarbaru Mayor's Regulation Number 49 of 2023 concerning the Implementation of Talent Management for State Civil Servants, it is explained that the Talent Management Box is a chart consisting of 9 (nine) categories (as in the data above) which shows a group of ASN Employees based on potential and performance levels. Talent mapping is grouped into 9 (nine) talent management boxes to determine which talents fall into succession planning groups and follow-up recommendations.

Employees who have been mapped in the Talent Management Box receive recommendations as stated in the Banjarbaru Mayor's Regulation Number 49 of 2023 concerning Implementation of Talent Management for State Civil Apparatus, namely:

Table 2

BOX	CATEGORY	RECOMMENDATION
9	Performance above expectations and high potential	1. Get promoted and retained 2. Enter the Agency Succession Planning Group 3. Awards
8	Performance meets expectations and high potential	1. Maintained 2. Enter the Agency Succession Planning Group 3. Position Rotation/Expansion 4. Performance guidance
7	Performance above expectations and medium potential	1. Maintained 2. Enter the Agency Succession Planning Group 3. Position Rotation/Enrichment 4. Competency development 5. Study assignments
6	Performance below expectations and medium potential	1. Appropriate placement 2. Performance guidance 3. Performance counseling
5	Performance meets expectations and medium potential	1. Appropriate placement 2. Performance guidance 3. Competency development
4	Performance above expectations and low potential	1. Rotation 2. Competency development
3	Performance below expectations and medium potential	1. Performance guidance 2. Performance counseling 3. Competency development 4. Appropriate placement
2	Performance meets expectations and low potential	1. Performance guidance 2. Competency development 3. Appropriate placement
1	Performance below expectations and low potential	Processed in accordance with statutory provisions.

CONCLUSION

This research shows that the implementation of effective talent management has a significant impact on increasing the retention of managerial positions in Banjarbaru City. The main findings include the importance of competency development through training and

mentoring, performance-based rewards, and work-life balance policies in reducing employee turnover rates. These findings support the hypothesis that targeted talent management strategies can increase employee loyalty and engagement with the organization.

Theoretically, this research strengthens the theory of human capital and work-life balance by providing empirical evidence in the context of the public sector in Indonesia. Practically, these results provide guidance to stakeholders for designing policies that support employee retention. However, this research has limitations, including limited geographic coverage and a data approach that is more dominant on subjective perceptions.

Further research is recommended to adopt a more comprehensive quantitative approach and cover various areas to increase the generalizability of the results. Longitudinal analysis is also needed to evaluate the long-term impact of talent management implementation on organizational performance.

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