

## Breaking the Subjective Bias: Rethinking the Talent Management Model in the Ministry of Home Affairs

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### ABSTRACT

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**Objectives:** The objective of this research is to address subjective elements in talent management assessment in civil service organizations, focusing particularly on the Ministry of Home Affairs. By investigating the effectiveness of the Sikerja application and proposing solutions to enhance objectivity, the study seeks to contribute practical insights for advancing talent management practices.

**Methodology:** This research employed qualitative research, utilizing a case study approach. Through in-depth interviews with key personnel and a thorough literature review, data is collected and analyzed comprehensively.

**Finding:** The study reveals significant shortcomings in Sikerja's ability to address subjectivity in performance appraisal at the Ministry of Home Affairs. It lacks rigorous testing and is influenced by personal biases, undermining its reliability. To develop a more effective talent management framework, the study proposes adopting a Data-Driven Decision-Making (DDDM) approach. This involves establishing an independent team to analyze performance data objectively, ensuring fairness and transparency. Finally, the study recommends developing a talent management model based on Berger's concept and data for continuous improvement.

**Conclusion:** Developing a talent management model for the Ministry of Home Affairs requires an understanding of the current situation. The review of the Sikerja application highlights its limitations; subjectivity in assessments and the lack of scientific validation in its methods, which hinder its efficacy. Therefore, the author suggests adopting a Data-Driven Decision-Making (DDDM) approach in talent management. DDDM offers a robust solution by establishing an independent data analysis team, ensuring objectivity, and identifying areas for improvement. Integrating DDDM principles into all talent management stages will establish a framework promoting objectivity, transparency, and fairness, ultimately optimizing the workforce's potential.

**Keywords:** Ministry of Home Affairs; Performance Appraisal; Talent Management; Talent Pool.

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## INTRODUCTION

The State Civil Apparatus or *Aparatur Sipil Negara* (ASN) has been acknowledged as a significant contributor to the lag in public services in Indonesia in comparison to neighboring countries such as Singapore and Malaysia (Aritonang, 2017). Research has shown that the ASN is a source of corruption, collusion, and nepotism in the country (Hasbullah, 2017). This is largely due to the historical use of the ASN as a tool for the authorities, characterized by a patron-client relationship where the priorities of officials and leaders are placed above those of the public (Hadian, 2017). Furthermore, this relationship has perpetuated the idea that the ASN is a means for personal gain and advancement rather than serving the public (Hai, 2019). Unfortunately, this detrimental culture within the ASN persists to this day.

Reflecting on this matter, implementing Law Number 5 of 2014 concerning the State Civil Apparatus has been a significant step in ensuring a merit-based system for bureaucracy. This law mandates that appointments and promotions within the ASN be based on qualifications, competence, and performance rather than political background or other factors (UU Aparatur Sipil Negara (ASN), n.d.). This law's introduction has indicated the government's commitment to creating a more equitable and efficient bureaucracy. Moreover, the introduction of Permenpan Number 3 of 2020 concerning ASN Talent Management has further strengthened the rules regarding the human resources management of the ASN. This regulation emphasizes the importance of talent acquisition, development, retention, and placement within the bureaucracy (Permenpan No. 3/2020, 2020). This regulation aims to ensure that positions are filled by individuals with the highest potential and performance level. Furthermore, the regulation also describes a talent pool designed to facilitate the changing and promotion of positions within the ASN. This system ensures that the most qualified and capable individuals are selected for key positions within the bureaucracy. Overall, this has the potential to improve the performance and effectiveness of the bureaucracy and ultimately benefit the citizens of Indonesia.

The Ministry of Home Affairs (*Kemendagri*) is not exempt from this principle and must adopt a talent management system to adapt to the ever-changing and dynamic nature of the present times. In 2021, the Ministry of Home Affairs recognized the need to design and implement a talent management model that can cater to its diverse agencies. This model must align with the Ministry's strategic objectives and support its mission, vision, and values. The proposed talent management model should also consider the current and future talent needs of *Kemendagri* and the changing external environment, such as technological advancements and demographic shifts. In addition, the model should be flexible enough to accommodate evolving needs and be adaptable to changing circumstances. In this study, the researcher will delve into *Kemendagri's* efforts to create a talent management model aimed at advancing the organization. Undoubtedly, the Ministry of Home Affairs is already progressing in this direction, undertaking various preparations and reform measures for the establishment of a talent management model, such as the implementation of a smart appraisal system. Nevertheless, numerous obstacles persist in this regard, which will be elucidated further in subsequent sections of this article.

Several studies have highlighted the success of talent management models and strategies in government institutions. In Shingenge's study (2022), the Human Capital Management Concept is applied to formulate an optimal talent management model for government institutions. This

model incorporates some specific criteria: administration discipline, reliability, and communication. Nevertheless, the subjective nature of human judgment in assessing these traits raises concerns about potential biases stemming from individual perspectives, personal preferences, or implicit stereotypes (Srivastava & Tang, 2022). The study by Faqihi (2023) introduces a pioneering approach known as the 'Smart ASN' concept to design talent management. The study employs a variety of measurement tools in the appraisal of employee performance. These tools could include key performance indicators (KPIs), 360-degree feedback, self-assessment, peer reviews, and other methods to comprehensively evaluate the skills, competencies, and contributions of government employees (Othman & Khalil, 2020). While the Smart ASN concept and the integration of varied measurement tools for evaluating employee performance in government institutions seem promising, subjectivity continues to pose a significant challenge in performance appraisals. This subjectivity can stem from factors like biases, interpersonal connections, and individual interpretations of performance (Bayo-Moriones et al., 2020). Despite the implementation of sophisticated systems, existing literature still does not offer a definitive solution to subjectivity in performance appraisal problems.

### **Research Gap**

Research on talent management in civil servants has struggled to address the subjective elements inherent in the assessment process, despite their potential to introduce bias and influence decisions regarding talent identification, development, and retention (Gökalp et al., 2021). The *theoretical gap* highlights the need for studies that prioritize more objective appraisals, and data-driven approaches to talent management. This research aims to fill this void by presenting a case study conducted at the Ministry of Home Affairs, which was developing an effective talent management model at the time of the research. Despite the Ministry's current use of a smart application-based assessment system (*Sikerja*), this system remains suboptimal and fails to address subjective elements in its assessment. Through this research, the author aims to delve deeper into the factors contributing to this failure, enabling the Ministry of Home Affairs to facilitate continuous improvements in the talent management model with greater objectivity. Furthermore, this research proposes to address this issue by developing a fairer and more effective assessment system in the public sector through the integration of the data-based decision-making (DDDM) approach. Finally, after identifying the root causes of the appraisal problem and understanding the solution, the author will develop a talent management model for this ministry by incorporating Berger's ideas regarding the planning, identification, selection, development, and retention processes. These innovative solutions align with the rapidly evolving talent management landscape, ensuring that civil servants remain competitive and adaptable in the digital era.

## **LITERATURE REVIEW**

### ***Data-Driven Decision-Making***

In the fast-paced and ever-evolving landscape of talent management, organizations are constantly seeking innovative strategies to identify, nurture, and retain top talents. In this pursuit, data-driven decision-making has emerged as a game-changing approach, revolutionizing the way companies manage their workforce (Poonam, 2019). One of the key advantages of data-driven decision-making in talent management is its ability to identify

patterns and trends within the workforce (Q. Meng et al., 2022). By analyzing historical data, organizations can recognize the traits and skills that correlate with high performance (Díaz-García et al., 2023). This insight empowers HR professionals to refine their recruitment processes, ensuring they target candidates who align with the organization's goals and values.

Data-driven decision-making in talent management refers to the process of using relevant and accurate data to inform and guide decisions related to attracting, selecting, developing, and retaining employees within an organization (Church et al., 2016). This approach involves the systematic collection, analysis, and interpretation of various types of data, such as performance metrics, employee feedback, training outcomes, and demographic information (Gökalp et al., 2021; Q. Meng et al., 2022; Harefa A, et al 2023). By leveraging this data, organizations can gain valuable insights into their workforce, enabling them to make informed decisions that are based on evidence rather than intuition or subjective judgment.

Data-driven decision-making also plays a pivotal role in enhancing employee performance. By evaluating individual and team metrics, organizations can pinpoint areas of strength and areas that need improvement. Tailored training programs can then be developed to address specific skill gaps, boosting employee capabilities and productivity (Church et al., 2016). Moreover, real-time feedback mechanisms facilitated by data analytics provide employees with timely insights, encouraging them to proactively address their weaknesses and enhance their strengths. In the Ministry of Education in Japan, data-driven decision-making revolutionized the way educators are trained and evaluated. By collecting and analyzing data related to individual teacher performance, student outcomes, and classroom engagement, the Ministry gained valuable insights (Rizana et al., 2023).

Embracing data-driven decision-making in talent management instills a culture of continuous improvement within an organization. Regular analysis of talent-related data allows businesses to adapt swiftly to changing market demands and technological advancements. By monitoring the effectiveness of talent management strategies, organizations can make iterative adjustments, ensuring they remain agile, competitive, and well-equipped to navigate the challenges of the modern business landscape. For instance, recently the United States federal government has increasingly embraced data-driven decision-making in its talent management strategies. Various agencies and departments have integrated data analytics to optimize their workforce planning, talent acquisition, and employee development initiatives.

While several advanced countries have increasingly embraced this innovative approach, Indonesia's governmental institutions are still in the early stages of incorporating DDDM into their operations. However, this nascent stage presents a significant opportunity for Indonesian government organizations to transform their talent management strategies fundamentally. By harnessing the power of data-driven insights, these institutions can create a more efficient, skilled, and motivated workforce capable of meeting the demands of the 21st century. This is the underlying rationale for the Ministry of Home Affairs' pursuit of initiating talent management design with this DDDM approach.

### *Talent management*

Talent management is a system that integrates talent planning, management, and development with existing Ministries or Organizations (K/L) strategies, which are based on all talents working in an organization in the form of K/L, to obtain synergized, efficient, and adequate human resources. By integrating all talents within an organization, a synergistic and efficient use of human resources can be achieved. This approach is essential for creating a conducive and competitive work environment (Martini & Sarmawa, 2019). With such a working culture, it is hoped that the apparatus will carry out at its highest level of efficiency. Therefore, ASN HR must be continuously developed through an HR Management strategy (Prabawati & Oktariyanda, 2018) because it is a significant investment in a public organization or institution. Additionally, with a talent management system, the personnel department can identify performance gaps, skills, turnover, and development and focus on leadership potential and high performers wherever they are in the organization.

In an organizational context, Chamber (2001) defines talent as short for crucial employees with "sharp strategic minds, leadership abilities, and communication skills, the ability to attract and inspire people, entrepreneurial instincts, functional skills, and the ability to deliver results." A highly talented employee has the complete package of abilities, skills, knowledge, experience, character, emotional maturity, and intrinsic values that enable him or her to fulfill a specific leadership role well. They compete as someone who is needed by all kinds of companies. Talent can also be a characteristic of intelligence; a businessperson who is literate in technology has global acumen and is agile in carrying out operational actions in the office (Meyers, 2020; Sivathanu & Pillai, 2020). So, employees with the characteristics of the top performers mentioned above will later be referred to as talents.

Today, excellent talent management has become an important source of competitive advantage. There has been a marked change in business competition; from factories, equipment, land, and capital since before the Industrial Revolution, and now it has become; ideas, creativity in problem-solving, and innovation from various things make humans a precious asset (Poocharoen et al., 2013). Companies that can do better in developing and retaining their workers will improve company performance drastically because they cannot generate profits without workers' ideas, skills, and talents. After all, companies no longer depend on technology, not factories and capital, but human resources (Michaels et al., 2001b).

The following talent management phase involves expanding and cultivating a talent pool. As Michaels et al. (Michaels et al., 2001a) articulated, a talent pool development system represents a holistic approach to identifying, selecting, and developing suitable individuals for specific roles, retaining current employees, and preparing potential candidates to fill key positions within the organization. Talent pools can also serve as a resource to address an organization's short-term and long-term needs in alignment with future strategic business objectives. Such a system encompasses various components, including talent pool mapping, selection and recruitment, mentoring, lateral transfers, and other individualized career development methods (Claus, 2019; Gallardo-Gallardo et al., 2020; Painter-Morland et al., 2019; Sparrow, 2019). One effective method for identifying top-performing individuals to enter the talent pool is through assessment tests. As noted by McKinsey (McKay, 2017), the number of employees classified as "excellent talent" typically ranges between 10-20% of managerial and professional staff.

Based on research conducted by Aon Consulting (Forum, 2003) on best practices and current talent management trends, the triumphant story is characterized by creating good "talent pools" or "talent development groups". Additionally, according to Cohen (Cohen, 2003), talent pool management is talent management based on grouping. In detail, talent management trends are described by Berger & Berger (2018) as illustrated in the figure presented below:

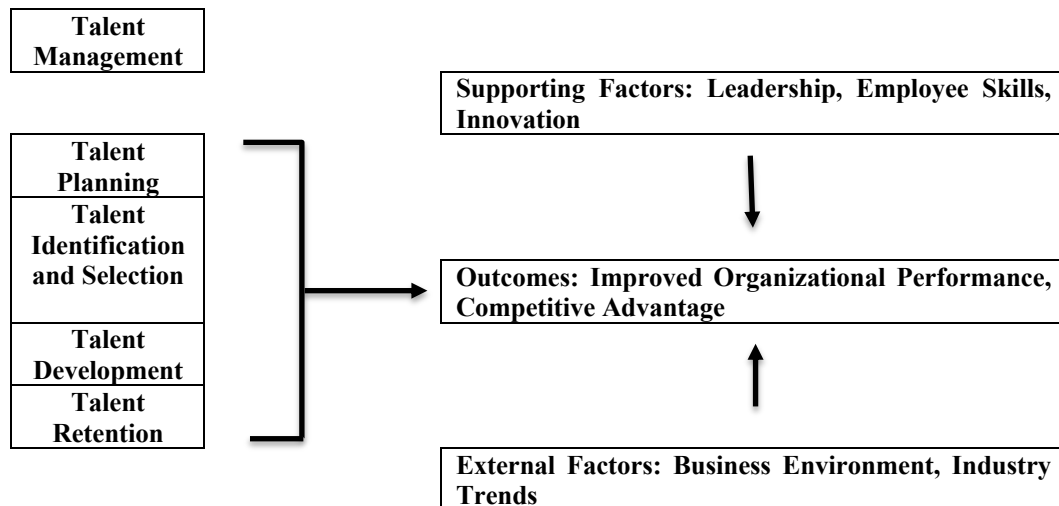


Figure 1. Conceptual Framework Organization (Public) by Berger

Adopting Berger's theoretical framework in the implementation of the talent management model by the Ministry of Home Affairs provides a theoretical foundation, practical guidance, and increased credibility. It aligns the initiative with recognized best practices, contributes to systematic implementation, and fosters a shared understanding of the talent management concept.

## METHOD

This research employs qualitative methodology, utilizing a case study method accompanied by triangulation to enhance data accuracy and mitigate subjective bias. The case study approach was selected for its capability to comprehensively analyze various factors relevant to the research topic (Schwandt & Gates, 2018). Through the case study, the author aims to uncover the factors contributing to the limited objectivity in the current smart application of employee appraisal (*Sikerja*) and propose potential solutions. Following this, Berger's concept will be utilized in this research to assist in designing a more sustainable talent model in the Ministry of Home Affairs.

Data collection involved two main methods: in-depth interviews and a literature review. In-depth interviews were conducted with Ministry of Home Affairs Personnel Bureau employees over six months from January to June 2021. Key informants included senior personnel officers responsible for recruitment, training coordinators, and representatives from various departments within the bureau. The second method employed was a literature review, which involved researching and analyzing relevant books, documents, regulations, and other written sources on talent management in ministries and government agencies. This aimed to deepen

understanding of existing literature and complement insights from the interviews. This study adopts a comprehensive methodology to collect and analyze data, ensuring credibility and reliability. The combination of in-depth interviews with a literature review allows for a multifaceted examination of the topic, while the triangulation method enhances data accuracy and objectivity (Suwendra, 2018).

## RESULTS AND DISCUSSION

In contemporary talent management design, the Indonesian Ministry of Home Affairs recognizes the importance of adopting a data-based approach to enhance the objectivity of its human resource assessments. Despite implementing assessment innovations such as the technology-based system *Sikerja*, the ministry has struggled to mitigate subjectivity in employee evaluations. Consequently, the author is trying to explore the practical aspects of integrating Data-Driven Decision-Making (DDDM) into future talent management designs. In the end, by aligning with Berger's concepts regarding the planning-identification-selection, development, and retention processes, this study aims to develop a talent management model capable of addressing all challenges effectively.

### *The Shortcomings of the Sikerja Application*

The Ministry of Home Affairs embarked on a transformative journey in forming its talent management by implementing the *Sikerja* application, aiming to modernize talent management practices and enhance objectivity in performance evaluations. However, the anticipated benefits did not materialize as expected, revealing significant shortcomings in the effectiveness of the *Sikerja* system. This failure underscores the need for a thorough examination of the factors contributing to its ineffectiveness. In this section, the author explores the fundamental factors leading to the limitations of the *Sikerja* application and proposes strategies to address these challenges comprehensively. By identifying these factors, the Ministry of Home Affairs can take proactive steps to address issues and enhance overall efficiency and fairness in talent management processes.

In short, *the Sikerja* application is a digital platform specifically designed to assist the Ministry of Home Affairs in managing and evaluating the performance of its employees. Using an integrated and structured approach, *Sikerja* aims to improve objectivity, transparency, and efficiency in the employee performance assessment process. The operation of the *Sikerja* application is similar to performance evaluation applications commonly used in various companies or government institutions. Firstly, each employee will have a personal account within the application. Through this account, they can access various features and modules provided by *Sikerja*. One of the main features of the *Sikerja* application is target setting and progress monitoring. Employees and their supervisors can collaboratively set individual and team goals, as well as monitor the progress of goal achievement regularly. This helps improve focus and accountability in achieving performance targets.

Furthermore, *Sikerja* is also equipped with an integrated performance assessment feature. Direct supervisors can provide objective assessments of their subordinates' performance based on pre-established criteria. These assessments may include aspects such as productivity, work

quality, initiative, teamwork, and others. In addition to assessments by direct supervisors, the *Sikerja* application also provides features for peer assessment and self-assessment. This allows for a more comprehensive perspective on an individual's performance from various viewpoints. One of the main advantages of *Sikerja* is its ability to analyze performance data comprehensively. This application uses algorithms and analytical technology to process assessment data from various sources and generate useful insights for talent management. This can help identify performance trends, strengths, and development areas, as well as make better decisions regarding human resource management. Additionally, *Sikerja* also provides comprehensive and easy-to-understand reporting features. This allows management to track and monitor performance in real time, as well as make informed and strategic decisions based on available information. Thus, it is expected that the *Sikerja* application will be a highly useful tool in supporting talent management processes in the Ministry of Home Affairs.

However, the efforts of the *Sikerja* application often collide with the reality that shows significant limitations in reducing subjectivity in employee performance appraisal. The limitation of *Sikerja* lies in the lack of real scientific testing of the performance assessment methods it uses. Without solid research to validate the objectivity of assessments, the clarity of their objectivity becomes a major question mark (Maas et al., 2011). This raises doubts about the accuracy and reliability of assessments produced by *Sikerja*. For example, an employee may have demonstrated exceptional dedication in carrying out their administrative duties, yet their performance assessment may be influenced by bias or subjective perceptions from their direct supervisor. Without strong scientific testing to support the assessment methods used, there is a risk that these assessments do not fully reflect the actual contributions of the respective employees.

Furthermore, subjective factors such as personal preferences or pre-existing perceptions about employees can also affect performance assessments (Kawaguchi et al., 2016). For instance, a supervisor who has a close relationship with an employee may tend to give a more positive assessment than is truly warranted, or conversely, depending on their interpersonal relationship and personal experience. Thus, *Sikerja's* limitation in the lack of real scientific testing can lead to uncertainty and unfairness in employee performance assessments at the Ministry of Home Affairs. Despite efforts to achieve objectivity, evaluators inadvertently inject personal biases into the assessment process, compromising the integrity of the system (Breuer et al., 2013). Moreover, subjective assessments of personality traits exacerbate this problem, causing inconsistency and errors in employee assessments. This subjectivity not only erodes employee trust and morale but also undermines the credibility of the talent management system as a whole.

Moreover, one critical limitation of the *Sikerja* application is its inability to adequately evaluate employees working in complex and interdisciplinary roles. In a large institution like the Ministry of Home Affairs, many employees work in roles that require cross-disciplinary skills and knowledge, such as public management, public policy, data analysis, and interagency relations. However, the standard performance metrics used by *Sikerja* often fail to capture the nuances of teamwork, innovation, and adaptability required in these positions. As a result, reliance on standard metrics can lead to a false representation of employee contributions, hindering accurate performance assessments. This limitation underscores the need for customized metrics that account for the various skills and responsibilities inherent in complex job roles.



For example, consider an employee at the Ministry of Home Affairs responsible for managing the implementation of government policies at the local level. Their duties involve coordination with various parties, including local officials, the local community, and non-governmental organizations. Additionally, they must be able to analyze complex data to compile progress reports and make appropriate policy recommendations. However, the *Sikerja* application may not accurately measure the contributions of an employee in such a position. The standard metrics used by *Sikerja* may focus more on individual and quantitative outputs, such as the number of policy decisions or the quality of reports. These metrics may overlook the qualitative and contextual aspects of the work, such as the ability to coordinate and collaborate across sectors or adapt to policy changes. As a result, employee contributions in these areas may not be accurately reflected in their performance assessments.

To address the limitations of the *Sikerja* application, proactive and comprehensive steps are needed that take into account the various factors identified. The need for stronger scientific testing of performance assessment methods becomes apparent, as well as the development of more suitable metrics to capture the nuances of work in complex, qualitative, and interdisciplinary roles. The Ministry of Home Affairs needs to consider a revolution in talent management approaches, focusing on strengthening objectivity, transparency, and fairness in performance assessments. Only by adopting evidence-based and comprehensive strategies can the Ministry ensure that the *Sikerja* application truly supports efforts to improve efficiency and fairness in talent management, ensuring that the contributions and competencies of each employee are accurately and fairly reflected.

### ***Overcoming Subjectivity in Employee Performance Evaluation at the Ministry of Home Affairs through Data-Driven Decision-Making (DDDM) Approach***

The implementation of the *Sikerja* application has shown that performance evaluations are still vulnerable to subjective influences from supervisors. To address this challenge, the application of Data-Driven Decision-Making (DDDM) becomes a critical and solution-oriented solution. DDDM is an approach to decision-making based on the analysis of data and measurable evidence (Mandinach et al., 2014). DDDM utilizes data as a foundation to identify relevant patterns, trends, and relationships, enabling decision-makers to make more informed and accurate decisions (Sala et al., 2021). The DDDM process involves several steps, from collecting relevant data, analyzing data using statistical methods or other analysis techniques, and interpreting the results of the analysis, to making decisions based on these results (Lu et al., 2019). DDDM is not always in the form of a specific application but is more of an approach or methodology in decision-making. However, in its implementation, DDDM can use various types of tools or systems, including data-driven applications or data analysis software. For example, in the context of talent management at the Ministry of Home Affairs, DDDM can be realized in the form of a system or application that collects, analyzes, and interprets employee performance data, integrated with *Sikerja*. Although *Sikerja* can be a useful tool in implementing DDDM, DDDM itself is more than just a single application; it is a framework for data-driven decision-making. Thus, DDDM can be implemented in various ways, including using specific applications or systems like *Sikerja*, but more importantly, it is the understanding of the basic principles of DDDM and the ability to apply them in specific decision-making contexts.

In the context of employee performance evaluation at the Ministry of Home Affairs, it is expected that DDDM can be used to address subjectivity in the evaluation process by relying on objective and measurable data. This helps ensure that decisions related to promotions, career development, or rewards are based on strong and relevant evidence, rather than subjective perceptions of supervisors. Previously, the shortcomings of performance evaluations in *Sikerja* were that performance evaluations were based on quantitative data, leaving room for subjective elements such as personal relationships or supervisors' perceptions of the employees. For example, although we have data on the number of tasks completed or attendance rates, how we interpret and use that data in decision-making can also be influenced by subjective perceptions of supervisors. This is where DDDM comes in. DDDM involves the systematic use of data and in-depth analysis to understand employee performance holistically (Masha, 2014). This means not only looking at raw numbers but also analyzing patterns and trends behind the data. By conducting this analysis, we can find deeper insights into employee performance, which can help overcome biases or subjective perceptions. For example, a supervisor may have a subjective perception that an employee is not performing well because they are rarely seen in the office, even though the data shows that the employee has completed all tasks well and has high productivity when working remotely. By applying DDDM, supervisors can view the data more objectively and understand that the employee is performing well, despite not being in the office every day.

If in many cases, supervisors tend to make subjective or unfair performance evaluations, then the implementation of DDDM can provide an effective solution. Here's how DDDM can help address these issues because DDDM allows for data analysis independently of supervisors. In DDDM, it is necessary to create an independent ad hoc team for supervision during the appraisal. This means that employee performance data can be evaluated by independent parties and not influenced by supervisors' preferences or subjective biases (Mandinach et al., 2014). The team or department responsible for talent management can conduct objective data analysis and ensure that performance evaluations are based on strong evidence. In the context of implementing DDDM, the human resources team forms a special team or unit focused on analyzing employee performance data (Lu et al., 2019). This team may consist of data analysis experts, data analysts, or HR professionals trained in the use of advanced analysis tools and techniques. Institutions facing subjectivity issues in employee performance evaluations can form special teams or departments responsible for analyzing employee performance data. These steps include identifying needs, planning team structure and competencies, recruiting and training team members, developing procedures and related policies, and continuously implementing and evaluating them.

Furthermore, based on the results of data analysis, DDDM also allows for the revision of procedures and policies related to talent management. If there is evidence that performance evaluations by supervisors are not objective, weaknesses in the system that may allow for subjective bias can be identified. Furthermore, DDDM also allows for stricter monitoring and review of performance evaluation processes by supervisors. Employee performance data can be continuously monitored, and if there are indications of subjective or unfair evaluations, corrective action can be taken immediately. This oversight can be done by independent parties or through established internal oversight mechanisms. By using objective performance data as a basis, DDDM also enables the identification of employee development needs more accurately. This means that decisions related to training, career development, or rewards are no longer

dependent on subjective evaluations by supervisors but are based on strong evidence of employee performance and potential.

### ***Developing a Talent Management Model (Planning, Identification, and Selection Process)***

After identifying the root cause of performance appraisal issues in the Sikerja application and proposing the Data-Driven Decision-Making (DDDM) approach as a solution, the next step is to design a talent management model for the Ministry of Home Affairs based on the data. The initial phase of this model involves planning. The Ministry's Personnel Bureau has taken the lead in establishing a legal framework for talent management implementation within the Ministry, expected to be formalized through a Minister of Home Affairs decision. Additionally, the Human Resources Bureau has formed a dedicated team to facilitate coordination and develop an optimal talent management model. Furthermore, the Ministry has established an Assessment Center, accredited with an A rating by the State Civil Service Agency (BKN). This center, established in 2013, demonstrates the Ministry's commitment to implementing a merit-based system in human resource management in compliance with regulations. Despite its establishment, the Ministry still requires enhancements, particularly in the number of assessors. Presently, only five assessors are registered with the Personnel Bureau (as of 2021), necessitating collaboration with third-party assessors. Regarding physical infrastructure, the assessment center room meets BKN standards.

Subsequently, the next phase involves identifying talent needs and sourcing specific talent to meet organizational objectives. This entails a thorough analysis of the Ministry's long-term and strategic objectives, along with a comprehensive understanding of the requisite roles and responsibilities. Until March 2021, the Civil Service Bureau conducted two waves of assessment tests, attended by hundreds of civil servants within the Ministry (approximately 300 individuals). By the end of 2021, it aims to extend these assessments to approximately 2,000 Civil Servants with Functional Position (JFU) personnel within the Ministry. In the subsequent year, assessment activities will expand to functional positions such as researchers, analysts, and archivists. The assessment results will then inform the talent pool model, categorizing employees into respective quadrants based on their overall assessment results. Each quadrant delineates distinct duties and responsibilities. Through the Personnel Bureau, the Ministry adopts a tailored approach to employee development within each talent pool quadrant. The assessment outcomes will be reported to leadership, serving as input to evaluate the efficacy of talent management and identify areas for improvement or the need for broader policy adjustments.

Table 1. Talent Management Box (Quadrant Nine)

<b>PERFORMANCE</b>	<b>ABOVE EXPECTATIONS</b>	4	7	9
		<i>Performance exceeding expectations and has a low potential</i>	<i>Performance exceeding expectations and medium potential</i>	<i>Performance exceeding expectations and high potential (high potential)</i>
	<b>AS EXPECTED,</b>	2	5	8
		<i>Performance is as expected and has a low potential</i>	<i>Performance is as expected, and medium potential</i>	<i>Performance as expected and high potential</i>
<b>BELOW EXPECTATIONS</b>	1	3	6	
	<i>Performance below expectations and low potential</i>	<i>Performance below expectations and medium potential</i>	<i>Performance below expectations and high potential</i>	
	<b>LOW</b>	<b>MEDIUM</b>	<b>HIGH</b>	
	<b>POTENTIAL</b>			

Source: Appendix to the Regulation of the Minister of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020 Concerning Talent Management for the State Civil Apparatus.

Once the infrastructure and assessment instruments have been established, performance assessments and potential estimates must be developed (Rothwell, 2006). Performance appraisal can measure the results achieved in areas where employees are responsible, and competencies are considered necessary for work and organization (Armstrong & Taylor, 2014). As described earlier, the Ministry of Home Affairs has conducted performance appraisal using the *Sikerja* application and assessment tests focusing on productivity and discipline. However, these assessment methods are often too general (quantitative) and fail to mitigate the subjectivity of leaders in their evaluations. Therefore, there is a pressing need for a more detailed assessment system that includes predictions on employees' potential career advancement within the organization based on various factors such as past performance assessments, training history, development needs, career aspirations, and competency levels (Chaidir & Zulfikar, 2023). This predictive estimation will be integrated into the future talent management system and derived from the assessment test process.

To ensure high-quality talent management within the Ministry of Home Affairs, it is crucial to implement robust measures aimed at enhancing transparency and accountability in talent pool management. One highly effective solution is the adoption of Data-Driven Decision-Making (DDDM) in talent management design. A fundamental step in this approach is to identify pertinent Key Performance Indicators (KPIs) tailored specifically to the Ministry of Home Affairs' talent management context. These KPIs encompass essential factors such as employee productivity, training efficacy, retention rates, and succession planning. By establishing these KPIs, a solid groundwork for data collection and analysis is laid. This data-driven methodology enables precise measurement of the impact of talent management initiatives. With objective metrics in place, issues concerning the talent pool can be addressed comprehensively and impartially. For instance, assessing training effectiveness through data analysis enables the customization of professional development programs to bolster specific skill sets (Qurotalain et al., 2022). This targeted approach not only enhances individual employee performance but also augments overall organizational effectiveness.

Furthermore, the formation of an independent assessment team within the DDDM framework ensures the objectivity of superior evaluations and hierarchical assessments up to the BKN. This independent team serves as a safeguard against biased assessments by superiors, addressing a critical gap where no independent body currently exists to counteract supervisor assessments.

### ***Developing a Talent Management Model (Talent Development)***

The purpose of developing these talents is to develop the potential of these talents to become strengths through increasing knowledge and skills according to their talents so that they become superior competencies (Briscoe et al., 2012). In the future, participants in this program will receive training and direction to develop specific competencies to better contribute to achieving the Ministry of Home Affairs goals. The work of an ASN today requires unique information and abilities that can be obtained through intense training. One example is an in-class training program as part of an overall talent development effort focusing on individuals acquiring new skills that will be useful in their current and future jobs. At the Ministry of Home Affairs, there are currently many types of classroom training, such as leadership training, managerial, technical training, and others offered at domestic or abroad.

One main issue that often arises in ASN training and development is the lack of precise targeting. Training activities are usually conducted without clear goals, resulting in no tangible benefits for participants and no significant increase in competence. Another problem that frequently arises is the improper selection of participants, which is often based on political considerations or personal relationships rather than the needs and competencies of the individuals. This results in the inclusion of participants who lack the ability and interest in the material presented, rendering the training activities ineffective and a waste of resources. Furthermore, there is often an absence of adequate competency testing, which makes it difficult to measure the effectiveness of the training and assess the increase in competence of the participants.

To tackle this challenge, the Ministry of Home Affairs Indonesia needs to adopt advanced data analytics tools (data-driven), enabling them to gather a wide array of data from performance records, training outcomes, and employee feedback. This wealth of information was meticulously analyzed, offering profound insights into employee performance trends and the effectiveness of training initiatives. Through the integration of data-driven methodologies into its strategies, the Ministry not only elevated the skills of its workforce but also cultivated a culture of continuous learning and growth within the organization. Consequently, training and development initiatives for employees have become more effective and targeted, supported by accurate and up-to-date data.

However, designing an effective talent management system based on data-driven is a complex endeavor that requires meticulous planning, ethical considerations, and a deep understanding of both technology and human resources. For instance, it involves the careful selection of appropriate data sources, ensuring data accuracy, and safeguarding individual privacy. Moreover, understanding the nuances of human behavior and organizational culture is essential to interpreting the data accurately (Purnama & Widayati, 2023). Striking a balance between leveraging technological advancements and respecting ethical boundaries is paramount in

implementing a successful data-driven talent management strategy. Additionally, technology enables real-time data collection and analysis, providing organizations with up-to-date information for decision-making. It also facilitates the visualization of data, making it easier for decision-makers to comprehend complex patterns and trends. While technology is essential for DDDM, it's important to note that the process also involves human expertise. Skilled professionals are needed to design algorithms, interpret data, and translate insights into actionable strategies. The effective combination of technology and human expertise is what makes DDDM a powerful approach in various fields, including talent management.

### ***Developing a Talent Management Model (Retention)***

Implementing effective talent management design and strategies is imperative for organizations' successful functioning, particularly in the Ministry of Home Affairs context. One crucial aspect of talent management is employee retention. Employee retention refers to the process of retaining qualified individuals within an organization. An efficient retention program can aid in reducing employee turnover and enhancing productivity (Ariani et al., 2023). The retention of employees is a crucial endeavor for organizations, as it helps maintain a talented workforce. To achieve this, the Ministry of Home Affairs must undertake specific measures. One such measure is the identification of potential candidates for key positions within the organization, as outlined in the ninth box of the talent pool. Additionally, a clear timeline for promotions must be established to ensure that employees do not become disengaged due to a lack of advancement opportunities. In cases where immediate promotions are not feasible, incentives, such as capacity-building training and scholarships for graduate studies, can be offered as alternative forms of advancement.

In the Ministry of Home Affairs' talent management model that is being created, several programs will be implemented to maintain ASN retention, one of which is by providing competitive protection and benefits, such as better and clearer salaries, insurance, benefits, and work facilities, to increase ASN satisfaction and increase their retention. This talent management model can also build a positive organizational culture. Creating a positive organizational culture with transparency through quadrant nine open to assessment, can increase employee satisfaction, ultimately increasing employee retention. The quadrant nine models, also give ASNs the opportunity for appropriate career development, training, and education so that they can improve their skills and knowledge according to their field, so that ASN feel more involved and enjoy working at the Ministry of Home Affairs.

Implementing data-driven decision-making in talent management at the Ministry of Home Affairs Indonesia can significantly enhance employee retention strategies. By harnessing data analytics, the ministry can gain valuable insights into employee satisfaction, performance, and engagement levels. Analyzing this data allows the ministry to identify patterns and trends related to employee turnover, enabling it to proactively address potential retention challenges. For instance, through data analysis, the ministry can identify key factors that contribute to employee attrition, such as specific departments, roles, or periods of employment. Armed with this information, targeted interventions can be designed, such as improved training programs, mentorship initiatives, or adjustments to work-life balance policies. Moreover, analyzing data on employee feedback and sentiments can highlight underlying issues within the workplace

culture, enabling the ministry to implement changes that foster a more supportive and motivating environment.

Furthermore, data-driven insights can aid in predicting which employees are at a higher risk of leaving based on various indicators. By identifying these individuals early, the ministry can initiate personalized retention efforts, such as career development opportunities, performance recognition, or tailored benefits packages. For instance, data analytics can help identify patterns among employees who have left the organization in the past, such as specific job roles, years of experience, or particular departments. By recognizing employees exhibiting similar patterns, the ministry can intervene proactively. For example, if the data indicates that employees in certain roles tend to leave after a specific duration, the ministry can create targeted retention programs for those roles, offering incentives like advanced training programs, mentorship opportunities, or flexible work arrangements.

In general, it is hoped that later with the formation of a talent management system within the Ministry of Home Affairs, it can create a comfortable and warm work environment for ASN under its auspices. A comfortable work environment will make employees feel at home and create a high retention rate. Then with a talent management system, ministries can provide training and career development. By providing the proper training and career development, ASNs will feel valued and have the opportunity to improve their competence. Through the system formed later, it is hoped that it will be able to meet and listen to HR needs, making ASNs feel valued and feel they have an important role in advancing the Ministry's performance.

## CONCLUSION

In constructing a talent management model at the Ministry of Home Affairs, it is imperative to first assess the current landscape. A review of the *Sikerja* application at the Ministry of Home Affairs unveils both its potential and limitations in fostering objective performance appraisal. However, its efficacy is hindered by the subjectivity of assessments from superiors and the absence of scientific validation in its assessment methods. These deficiencies underscore the necessity for a paradigm shift toward Data-Driven Decision-Making (DDDM) in talent management.

The DDDM approach presents a viable solution by employing objective and measurable data to inform decision-making, thereby diminishing the influence of subjective bias. Moreover, DDDM enables the Ministry to address shortcomings in the performance evaluation process by establishing an independent team or specialized department tasked with analyzing performance data autonomously. This not only ensures objectivity but also facilitates the identification of areas for improvement in talent management policies and procedures.

Furthermore, integrating DDDM into talent management practices allows the Ministry to enhance its approach to employee development by identifying individual needs based on objective performance data. This ensures that decisions regarding training, career advancement, and rewards are evidence-based, thereby promoting fairness and transparency. Moving forward, the Ministry of Home Affairs must formulate a talent management model that embeds DDDM principles at all stages, from planning and identification to selection and development to

retention. By doing so, the Ministry can establish a robust framework for talent management that fosters objectivity, transparency, and fairness in performance evaluations, ultimately optimizing the potential of its workforce.

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