

The Effect of Talent Management, Competence, and Training and Development on Employee's Transfer Pattern at Directorate General of State Assets Management of Ministry of Finance of Republic of Indonesia

Suwadi Tristiyawan¹, Charles Bohlen Purba²

Magister of Manajemen, Mercubuana University, Jakarta, Indonesia

Abstract: *The purpose of this study is to analyze the effect of talent management, competency, education and training on transfer pattern of the Directorate General of State Assets Management (DGSAM), Ministry of Finance of the Republic of Indonesia. Quantitative approach is used in this research with 582 population consists of all echelon 4 officials (supervisors) and staff in the DGSAM head office. The sample was selected by simple random sampling method so that 2014 respondents were determined. The data were collected by interview and questionnaire. The questionnaires were randomly delivered to all echelon IV officials (supervisors) and staff in the DGSAM head office. The data were analyzed by using SPSS 25.0 software program. This study reveals that talent management, competency, education and training have a significant positive effect on mutation pattern of DGSAM. Besides that, talent management, competency, education and training together also have a significant positive effect on mutation pattern of DGSAM.*

Keywords: talent management, competence, training and development, and transfer pattern

1. Introduction

Career development management is mandated in Law No. 5 of 2014 on State Civil Administration and Government Regulation no. 11 of 2017 on Civil Servants Management. It emphasizes on employee transfer pattern system for civil servants in the ministries and echelon 1. In 2009, Minister of Finance of Indonesia has issued Minister of Finance Regulation No. 39/PMK.01/2009 concerning Transfer Pattern of Career Position in the Ministry of Finance. Directorate General of State Assets Management (DGSAM), as one of the echelon 1 units within the Ministry of Finance, followed up the regulation by established DGSAM civil servants transfer pattern in several Director General regulations: Director general of state assets management No. 8/KN/2012 on Transfer pattern of career position in DGSAM, Director general of state assets management regulation No. 10/KN/2014 on Amendments to Director general of state assets management regulation No. 8/KN/2014 on Transfer pattern of career position in DGSAM, and Director general of state assets management regulation No. 9/KN/2014 on Staff transfer pattern in DGSAM. Those regulations are established to support DGSAM in achieving organization's strategic goals and to improve objectivity and transparency in the transfer planning of career officials and staff therefore it would increase motivation in the workplace.

Employees' preference for assignment unit is accommodated in specific application called SIPRITA (Sistem informasi preferensi unit kerja) or work unit preference information system. In SIPRITA, employees can select four desired work unit in four location zones provided, however employees are only allowed to select maximum two work

unit within the same location zone. In addition, employees can update their work unit selection at any time.

Based on the implementation of transfer pattern that consider location zones, the author collected the data of officials and staff transfer in the last four years and compared it to their preferences. The percentage of staff assigned to the work unit which is not in their preference selection increased from 2015 to 2018. The percentage experienced slightly decrease from 16.33 percent in 2015 to 15.65 percent in 2016. However, the percentage rose dramatically to 35.19 percent in 2018. For echelon IV officials (supervisors), preference selection in SIPRITA application started to be implemented in 2016. The percentage of echelon officials who are assigned to the work unit not in their preference selection experienced steady increase every year from 2016 to 2018. The percentage are 59.14 percent in 2016 to 63.99 percent in 2017 and lastly it rose to 70.73 percent in 2018. Based on those data, there is a problem in implementing transfer pattern where it did not fully accommodate employees' preference.

Interviews have been conducted with the human resources division of DGSAM about what factors to be considered in establishing transfer pattern in DGSAM. Those factors are as follow:

1. Employee Performance
2. Employee Level of Education
3. Employee Competence
4. Talent Management
5. Training and Development
6. Disciplinary Action
7. Working Period, dan
8. Administrative Requirements.

Volume 8 Issue 4, April 2019

www.ijsr.net

Licensed Under Creative Commons Attribution CC BY

Regarding the information described above, the author chose the topic as follows: *“The effect of talent management, competence, and training and development on transfer patterns implementation in DGSAM, Ministry of Finance of the Republic of Indonesia”*.

2. Theoretical Review

2.1 Transfer Pattern

According to Sastrohadiwiryono (in Kadarisman 2012: 68) transfer is employment activities related to the process of transferring the functions, responsibilities, and employment status of workers to certain situations with the aim that the workers would gain deep work satisfaction and could provide maximum work performance to the company.

According to Hanggraeni (2012: 80) transfer is the transfer to a new position where it is at the same level, responsibilities and remuneration". In addition, Daryanto (2013: 41) defined transfer as a routine activities of a company to be able to implement the principle of "the right men on the right place".

In director general of state assets management regulation No. 8/KN/2012 on transfer pattern of career position in DGSAM, it is stated that transfer pattern is a system of transferring civil servants in career position, implemented in a planned manner by taking into account the requirements in accordance with laws and organizational requirements. Meanwhile, according to the director general of state assets management no 9/KN/2014 on staff transfer pattern in DGSAM, staff transfer pattern is a system of staff transferring that done in a planned manner by taking into account the requirements. Therefore, the transfer pattern in DGSAM is a system of transferring officials and staff which is implemented in a planned manner by taking into account the requirements in accordance with laws and organizational requirements.

2.2 Talent Management

The term talent management was first introduced by McKinsey & Company in their research in 1997. The following year, talent management became one of the titles of a book co-authored by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod titled *The War for Talent* in 2001.

Armstrong (2009) defined talent management as a set of integrated and more comprehensive activities to secure the flow of talent in the organization and to form the idea that talent is the main resource in the organization.

In both director general of state assets management regulation no. 4/KN/2017 on talent management in DGSAM and director general of state assets management regulation no. 2/KN/2018 on Amendments to Director general of state assets management regulation no. 4/KN/2017 on talent management in DGSAM, talent management is defined as a series of planned and measurable activities to manage the best employee who has optimal qualifications, competencies and shows optimal performance.

2.3 Competence

In Minister of Finance regulation no. 161 / PMK.01 / 2017 on the amendment to Minister of Finance Regulation Number 60 / PMK.01 / 2016 on talent management in the Ministry of Finance, competence is defined as the ability, knowledge, and skills in the form of behaviors and skills that every employee need to have in order to work effectively.

Spencer and Spencer (in Moehariono, 2009: 3) state that competence is the characteristics that underlying the effectiveness of a person in his or her work or individual's basic traits that have causal relationship between job criteria and his or her work effectiveness.

In addition, competence is an ability to carry out a job or task based on skills, knowledge and work attitude demanded by the job (Wibowo, 2010).

2.4 Training and Development

According to Hasibuan (2011), development is the process to improve both technical and managerial work skills. The theory-oriented education, carried out in class and held for long period. Meanwhile, training is practice-oriented, carried out in the field and in a short period. Therefore, training and development for employees would increase their productivity and furthermore increase the quantity and quality of the production.

In addition, Notoatmojo (2009) defined training and development as efforts to develop human resources, especially to develop intellectual abilities and human personality. Development in an organization is a process of developing capabilities in the direction that is desired by the organization. While training is part of the development process where its purpose is to improve employee's specific abilities or skills.

2.5 Previous Research

There are several studies regarding the factors in the theoretical review above. A study from Gholipour and Siadat (2015) found that there is a correlation between talent management and the career path as well as a transfer pattern schools principals in Shahr-e-Kord. The study found that talent management in education results in the increase of school principals' awareness of their career path. In term of competence, a study by Yan Sasra et al (2015) showed that competence have simultaneous and significant effect on the employees' career development at Aceh Regional Secretariat offices. Lastly, Nareswari et al (2015) found that training and development have an effect on career development.

3. Conceptual Framework

Based on the results of previous theoretical and research studies on the effect of talent management, competence, education and training on the transfer pattern, the author developed the following framework (Figure 1):

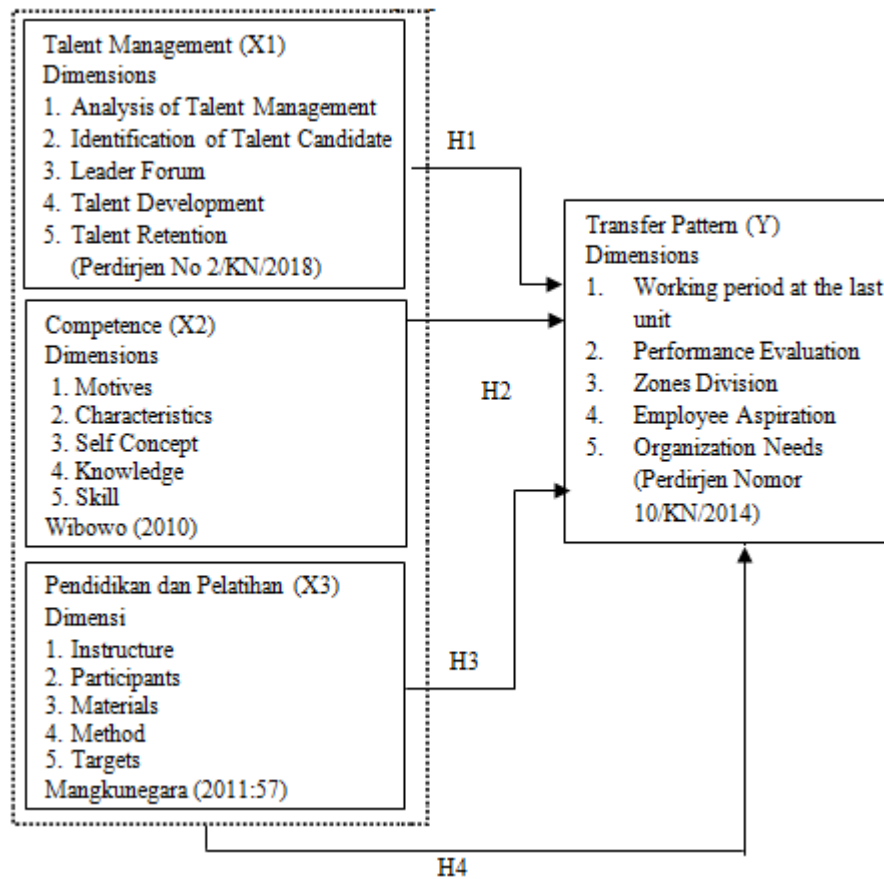


Figure 1: Conceptual Framework

Hypotheses

Based on the description of the above framework, the hypothesis in this study are as follows:

- H1: Talent management affects the transfer pattern
- H2: Competence affects the transfer pattern
- H3: Training and development affect the transfer pattern
- H4: talent management, competence and training and developmentsimultaneously influencethe transfer pattern

Based on the conceptual framework, the aim of this paper is to obtain an understandings on analysis of the effect of talent management, competence and education and training on the transfer pattern. The variables considered in the paper are three independent variables namely talent management (X1), competence (X2) and training and development (X3) and one dependent variable, transfer pattern.

4. Research Methodology

The measurement of operational definition is by measuring and examining variables, dimensions and indicators, as shown in table 1:

Table 1: Definition of Operational and Indicator

Variable	Dimension	Indicator
Transfer Pattern (Perdirjen Nomor 10/KN/2014)	1) Working Period at Last Unit	a. Working period last than 2 years
		b. Working period between 2 and 5 years
		c. Working period more than 5 years
	2) Performance Evaluation	a. Performance Evaluation
		b. Employee Performance Result
	3) Zones Division	a. Zone I
		b. Zone II
		c. Zone III
		d. Zone IV
	4) Employee Aspiration	a. Homebase
b. Sick		
c. Close to retirement age		
d. Close to husband or wife working unit		
5) Organization Needs	a. Special skills	
	b. Head Office	
Talent Management (Perdirjen No. 2/KN/2018)	1) Analysis of Talent Management	a. Identification Career Target
		b. Ratio Analysis
		c. Number of Talent needs
	2) Identification of	a. Employpess mapping

	Talent Candidate	b. Selection of track record and integrity
		c. Selection of administration
		d. Confirmation
		e. Competence test
		f. Rating
	3) Leader Forum	a. Career Target Setting
		b. Talent Setting
	4) Talent Development	a. Talent Accompaniment
		b. Individual development plan
		c. Talent development program
	5) Talent Retension	a. Ready now
b. Need development		
c. Exit		
Competence Wibowo (2010)	1) Motives	a. Push of Economy Needs
		b. Push of Social Needs
		c. Push of Psychological
	2) Characteristics	a. Characteristics
		b. Traits
		c. Attitude
	3) Self Concept	a. Appearance
		b. Articulation
		c. Behaviour
	4) Knowledge	a. Knowledge of Services Procedur
		b. Knowledge of Services Technical
	5) Skills	a. Adminisrative Skills
		b. Managerial Skills
		c. Technical Skills
		d. Social Skills
Training and Development Mangkunegara (2011:57)	1) Instructure	a. Training
		b. Material Mastery
	2) Participants	a. Passion for Training
		b. Selection
	3) Materials	a. According to the purpose
		b. According to participanst components
		c. Target Setting
	4) Method	a. Socializing the targets
		b. Clear target
	5) Targets	a. Improve the skills
		b. Improve the knowledge
		c. Improve the behaviour

Population and Sample

The target population in this study are echelon 4 officials and staff assigned at the Head Office of DGSAM, at Jalan Lapangan Banteng Timur No. 2-4, Central Jakarta with a total of 583 respondents. They are 121 echelon 4 officials and 462 staff. The sampling technique used in this paper is simple random sampling where the sampling of members from the population is done randomly regardless of the strata that exist in the population.

Method of Collecting Data

Primary and secondary data are used for the research. The instrument in this paper is the data collection techniques, namely, library studies, documentation, questionnaires and interviews.

5. Data Analysis Method

Data analysis technique is used to test the hypothesis. The statistical test tool used is multiple linear regression with the assistance of SPSS 25 software program (Statistical Program Social Science) for data processing. The data processing uses several analyzes, namely, validity test and reliability test.

6. Results and Discussions

The characteristics asked in the questionnaire for the respondent consisted of sex, age, education level, position and working period at the echelon IV level or the staff level at the Head Office of the DGSAM. The data collected from the respondents regarding their characteristics can be seen in Table.2.

Table 2: Distribution of Respondents of Echelon IV Officials (Supervisors) and Staff at the Head Office of DGSAM

No.	Description	Frekuensi (person)	Percentage (%)
Sex			
1	- Male	135	66.18
	- Female	69	33.82
Position			
2	- Structural	53	25.98
	- Staff	151	74.02
Level of Education			
3	- High School / Sederajat	36	17.65
	- Diploma 3	47	23.04
	- Undergraduate	89	43.63
	- Postgraduate	32	15.69

		Working Period	
4	- Less than 2 years	13	6.37
	- 2 - 5 years	22	10.78
	- More than 5 years	169	82.84
		Age	
5	- Less than 25 years old	19	9.31
	- 25 - 35 years old	69	33.82
	- 35 - 45 years old	68	33.33
	- 45 - 55 years old	40	19.61
	- More than 55 years old	8	3.92

As shown on table 2, the respondent mostly consists of male respondents with 135 respondents or 66.18 percent compared to female respondents with only 69 respondents or 33.82 percent. Based on the position held by the respondents, there are 151 on staff level or 74.02 percent and 53 on echelon IV level or 25.98 percent. Next, based on education level, almost half of total respondents hold bachelor degree. The respondents with diploma III and high school level of education are 47 respondents (23.04 percent) and 36 respondents (15.69%) respectively. On the other hand, only 15.69 percent or 32 respondents held postgraduate level of education.

Regarding working period, the majority of respondents (82.84 percent) have been working at the head office of DGSAM for more than five years. Meanwhile, respondents who have been working for two to five years and less than two years are 10.78 percent (22 respondents) and 6.37 percent (13 respondents) respectively. Lastly, in terms of age, respondents aged between 25-35 years old are 69 people or 33.82 percent while respondents aged between 35-45 years old are 68 people or 33.33 percent. Next, respondents aged between 45-55 years old are less than 20 percent. Meanwhile, respondents aged less than 25 and more than 55 are 19 people and 8 people respectively.

7. Instrument Research Test

Validity Test

Validity represents accuracy. The higher the accuracy of the data reported by the researcher, the higher the validity of the data. Pearson Product Moment Correlation is used to test the data, if $r_{count} > r_{table}$ then it can be interpreted as a valid data. Based on testing criteria, if the correlation between items with a total score of more than 0.3 then the instrument is valid however if the correlation between items with a total score of less than 0.3 then the instrument is invalid. If $r_{count} > r_{table}$ with $\alpha = 0.05$, the correlation coefficient is significant. According to Sugiyono (2012: 88) items that shows a positive correlation with criteria (total score), particularly when it shows strong correlation, it indicates that the item has high validity. The minimum requirement for the range of values is $r = 0.3$. Table 3 shows the results of validity tests on the Talent Management (X1), Competence (X2), Education and Training (X3) variables, and Transfer Pattern variables (Y).

Table 3: Result of Validity test of Variables Indicator

Variabel	Number of statements	Range of Values (r Count)	Requirement	Description
Talent Management (X1)	17	0.693-0,866	> 0.3	Valid
Competence (X2)	15	0.396-0,895	> 0.3	Valid
Training and Development (X3)	12	0.772-0,921	> 0.3	Valid
Transfer Pattern (X4)	15	0.513-0,754	> 0.3	Valid

Reliability Test

Reliability is related to the consistency and predictability test of a measurement instrument. It compares Cronbach Alpha value with the requirement value. The requirement value of Cronbach Alpha value is at least 0.6 or ≥ 0.6 . If the value generated from the calculation of SPSS is greater than 0.6 then the questionnaire is reliable, whereas if the opposite is not reliable.

Table 4 Result of Reliability Test of Variables Indicator

Variable	Nilai Cronbach's Alpha	Requirement	Description
Talent Management	0.770	> 0.6	Reliable
Competence	0.773	> 0.6	Reliable
Training and Development	0.780	> 0.6	Reliable
Transfer Pattern	0.755	> 0.6	Reliable

Normality Test

The aims of normality test is to know whether both dependent and independent variables in the regression model have a normal distribution or not. A good regression model has normal or close to normal distribution. This can be seen through Normal Probability Plot when the plots spread along the diagonal line and follow the direction of the diagonal lines (Sugiyono, 2014: 295).

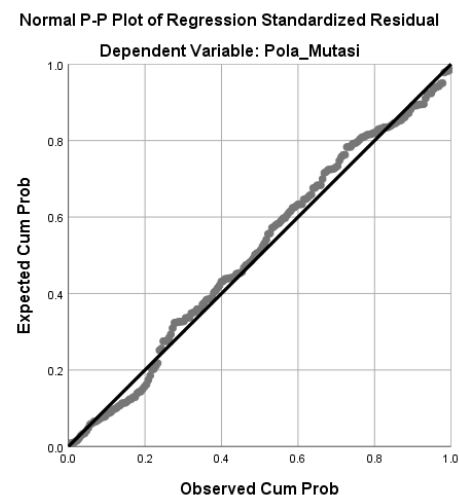


Figure 2: Result of Normality Test

The normality assumption in Figure 1 shows that the data on the histogram graph follows the normal line, and the

distribution of data in the normal P-Plot graph is located along the diagonal line. It means that the data being tested has normal distribution. Furthermore, the basis for decision making on normality test above is as follows: If the significance number of the Kolmogorov-Smirnov Test is Sig 5 0.05 then the data is normally distributed. From Data Normality Test results, the significant value obtained is 0.078 and greater than $\alpha = 0.05$. Therefore, the tested data has a normal distribution.

Multicollinearity Test

The assumption of multicollinearity test is used to measure the level of association, closeness of relations or linear relationships between independent variables.

Table 5: Result of Multicollinearity

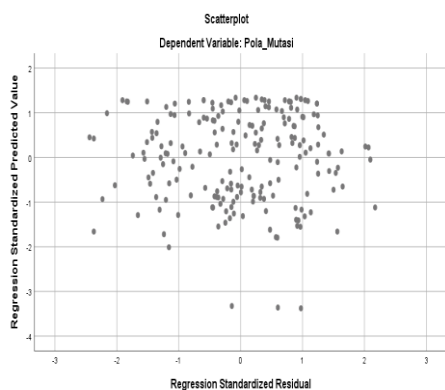
Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Talent Management	0.230	4.350
Competence	0.196	5.115
Training and Development	0.179	5.579

a. Dependent Variable: *Transfer Pattern*

It can be seen on table 5 that the VIF value of each variable is less than 10. It shows that multicollinearity is **not present in the data tested**.

Heteroskedasticity Test

Multiple linear regression need to be tested whether or not the residual observation is similar to the other observations. If the residual has the same variant, then homoscedasticity is present whereas if the variant is not the same then heteroscedasticity is not present. A good regression equation is if heteroscedasticity is not present. By using the Scatter Plot, the following results are obtained:



Gambar 2: Hasil Uji Heteroskedastisitas

As shown on Figure 2, it can be seen that there are no clear patterns where the plots are spread randomly above and below the number 0 on the Y axis, so it does not form a specific pattern. Therefore, the data tested is free from the assumption of heteroscedasticity.

Analysis of Multiple Linear Regression

Multiple linear regression is used because there are more than one independent variable. The independent variables are Talent Management (X1), Competence (X2), and

Training and Development (X3). They are used to determine its effect on the dependent variable, the Transfer Pattern (Y) at the DGSAM. The results of multiple linear regression analysis can be seen on table 7:

Table 7: Result of Analysis of Multiple Linear Regression

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.573	0.073		21.604	0.000
	Talent Management	0.327	0.036	0.485	8.972	0.000
	Competence	0.214	0.039	0.323	5.516	0.000
	Training Development	0.107	0.039	0.166	2.719	0.007

a. Dependent Variable: *Pola_Mutasi*

Based on Table 7 above, the regression equation could be obtained as follows:

$$Y = 1,573 + 0,327 X_1 + 0,214 X_2 + 0,107 X_3 ;$$

It can be interpreted as follows:

- 1) Constants a = 1,573 means that when there are no Talent Management (X1), Competence (X2), and Training and Development (X3), employee's chance to follow Transfer Pattern (Y) is worth 15.73 percent.
- 2) Talent Management Variable (X1)
Holding constant Competence and Training and Development, talent management on an employee has positive effect and increase his or her chance to follow Transfer Pattern by 32.7 percent.
- 3) Competence Variable (X2)
Holding constant Talent management and training and development, employee's competence has positive effect on his or her transfer pattern and it increases employee's chance to follow transfer pattern by 21.4 percent.
- 4) Training and Development Variable (X3)
Holding constant talent management and competence, training and development on employee has positive effect on transfer pattern where it increase employee's chance to follow transfer pattern by 10.7 percent.

Test of Coefficient of Determination (R²)

The coefficient of determination (R²) measures how far the model's ability to explain the variation of the dependent variable. The coefficient of determination is between 0 and 1. The small R² value means that the ability of independent variables to explain the variation of the dependent variable is very limited. Values close to 1 independent variables provide almost all the information needed to predict variations in the dependent variable.

From the results of the regression analysis, look at the output model summary and are presented as follows:

Table 8: Result of Test of Coefficient of Determination R-Square

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.930 ^a	0.866	0.864	0.203
a. Predictors: (Constant), Training_Development, Talent_Management, Competence				
b. Dependent Variable: Transfer_Pattern				

As shown on table 8, it is known that the value of Adjusted R Square = 0.864. It shows that 86.4 percent of the Transfer Pattern (Y) is influenced by the Talent Management variable (X1), Competence variable (X2), and Training and Development variable (X3). It means transfer ptern is also influenced by other factors outside of this study by 13.6 percent.

Simultaneous Significance Test (f-test)

Based on the F test, the calculated F value of 429,329 in the Sig column is the value of probability or significant at 0,000 or 0% significance. The value of F table for significance level (α) = 5% two tailed with sample 204 obtained df numerator using k-1 or number of variables minus 1 ie df numerator 4-1 = 3, and df denominator uses nk-1 or sample number minus the number independent variable namely df denominator 204-3-1 = 200, then obtained F Table which is 2.65. Assessment is based on the F test: if Fcount > Ftable then Ho is rejected means it is significant, from the calculation of the results of the above analysis is 429,329 > 2.65 then Ho is rejected means it is significant. Based on the probability: if probability < 0.05 then Ho is rejected, the results of the analysis obtained a value of 0,000 < 0.05, it means that Ho is rejected and Ha is accepted. Therefore, all the independent variables have a significant effect simultaneously on the transfer pattern variable (Y).

Statistic Test (T-test)

T-Test results show that the relationship between Talent Management (X1) and Transfer Pattern (Y) is significant with t-count of 8.972 (t-count > t table (df = 200) = 1.9719) and Sig. = 0,000. Therefore, the H1 hypothesis which states that "Talent Management influences the Employee transfer Pattern" is accepted. This is in line with previous research conducted by Gholipour and Siadat (2015), Sobandi et al, (2015) and Waheeda and Zaimb (2015) where the results shows the importance of talent management for career development.

The T test shows that the relationship between Training and Development (X3) and Transfer Pattern (Y) is significant with t-count of 2.719 (t-count > t-table = 1.9719) and the Sig. = 0.007. Therefore, the hypothesis H3 which states that "Training and Development has an effect on Employee Transfer Patterns" is accepted. This is in line with previous research conducted by Nareswari et al (2015), Setiawan et al (2016) and Karnama (2016) which states that training and development has an effect on career development.

Lastly, Talent Management, Competence, Training and development have an effect on transfer pattern simultaneously. This is based on the results of simultaneous significance test (f test) (table 4.16) where it shows that the value of F-count of 429,329 (F-count > F-table (n = 204 , and k = 3) = 2.65) and the Sig. = 0.000 indicates that all independent variables have a significant effect on the dependent variable. Therefore, the H4 hypothesis which states that "talent management, competence and training and development simultaneously influence the transfer pattern" is accepted.

Inter-dimensions Correlation Matrix

The analysis is used to determine the relationship among dimensions of Talent Management, Competence, and training and development on transfer Pattern. The results of inter-dimensional correlation can be seen in table 9.

The greatest correlation value among the dimensions in the Talent Management variable (X1) on the Transfer Pattern variable (Y) is between X1.2 dimension, Identification of Talent Candidates, and Y.2 dimension, Performance Evaluation, which is 0.745, where it falls into the category of strong relationship level.

The greatest correlation value among the dimensions in the Competence variable (X2) on the Transfer Pattern variable (Y) is between X2.1 dimension, Motives, and Y.4 dimension, Employee Aspirations, which is 0.721, where it falls into the category of strong relationship level.

The greatest correlation value among the dimensions in the Training and Education variable (X3) on the Transfer Pattern variable (Y) is between X3.4 dimension, Method, and Y.2 dimension, Performance Elevation, which is 0.721, where it falls into the category of strong relationship level.

Table 9: Result of Correlation Between DimensionsCorrelations

Variable	Dimension	Tranfer Pattern (Y)				
		Y.1 Working Period at the last unit	Y.2 Performance evaluation	Y.3 Zone Division	Y.4 Employee Aspiration	Y.5 Organization Needs
Talent Management (X1)	X1.1 Analysis of Talent Needs	.640**	.712**	.703**	.714**	.644**
	X1.2 Identification of Talent Candidate	.659**	.745**	.728**	.717**	.697**
	X1.3 Leaders Forum	.596**	.531**	.484**	.552**	.513**
	X1.4 Talent Development	.660**	.695**	.676**	.730**	.653**
	X1.5 Talent Retensi	.649**	.710**	.711**	.699**	.679**
Competence (X2)	X2.1 Motives	.541**	.687**	.667**	.721**	.673**
	X2.2 Characteristics	.522**	.720**	.639**	.609**	.717**
	X2.3 Self Concept	.544**	.665**	.657**	.714**	.677**
	X2.4 Knowledge	.538**	.663**	.673**	.646**	.678**
	X2.5 Skills	.597**	.690**	.713**	.711**	.687**

Training and Development (X3)	X3.1 Instructure	.604**	.663**	.647**	.619**	.594**
	X3.2 Participants	.519**	.593**	.619**	.638**	.608**
	X3.3 Materials	.582**	.657**	.712**	.666**	.656**
	X3.4 Method	.627**	.721**	.677**	.708**	.685**
	X3.5 Targets	.593**	.698**	.682**	.661**	.681**
N		204	204	204	204	204

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Analysis result with SPSS 25.0

8. Conclusion and Suggestion

8.1 Conclusion

Based on the results of the analysis and discussion described in the previous chapter, the following conclusions can be drawn:

- 1) Talent Management, Competence, Education and training simultaneously have a positive and significant effect on the pattern of mutations at the DJKN.
- 2) The right identification of talent candidate has a strong correlation in improving the performance of the talents.
- 3) Employee motives and employee aspirations accommodated in the SIPRITA application have a strong correlation in determining the transfer pattern of the employee.
- 4) Teaching methods in education and training are closely correlated in improving performance appraisal.

8.2 Suggestion

Based on the results of the research and discussion as well as the conclusions described above, the researchers put forward some suggestions that could be used as input for the DGSAM so that the mutation pattern was expected to be better.

The following are suggestions from researchers for the development of mutation patterns.

- a) Accelerate the implementation of talent management at the DGSAM, because talent management can be a means for the employees to obtain desired transfer patterns.
- b) Establish a counseling system from superiors to subordinates who has been transferred to a new unit to avoid demotivation in work, especially for employees who are transferred to a unit not according to preferences.
- c) Education and training must have clear goals and it should be adjusted to the needs of talent. As well as developing methods that are able to support the effectiveness of learning so as to improve the performance appraisal of the talent.

9. For Future Research

Expectations from the authors for the next research is to dig deeper into the variables that affect transfer patterns such as employee evaluation, employee level of education, disciplinary action, working period, and administrative requirements. With this research, policies related to transfer patterns in DGSAM are expected to improve and it could better in adjustment between employees' preference and organization needs.

References

- [1] Akudugu Akobo, Vitus Songotua, Abudu Abdul-Ganiyu (2016). Determinants of Job Rotation Among Administrative Staff of Tamale Polytechnic, Ghana. *International Journal of Management Excellence*. Volume 6 No.3 April 2016.
- [2] Arikunto, Suharsimi. (2012). *Prosedur Penelitian Suatu Pendekatan Praktek*. Rineka Cipta Jakarta.
- [3] Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice (11th ed.)*. London/Philadelphi.
- [4] Azulay, Hallelley.T (2013). *Learning Beyond the Comfort Zone*. Talent Grow LLC
- [5] Baban Sobandi, Putri Wulandari, Pratiwi, Candra Nugroho, Susy Ella, Agus Wahyuadianto, Harida Indraswari (2015). *Kajian Model Talent Management Bagi Pengembangan Karier Pegawai Negeri Sipil. Bidang Kanigara PKP2A I LAN Bandung*. 6 Januari 2016.
- [6] Darmin Ahmad Pella, Afifah Inayati. (2011). *Talent Management: Mengembangkan SDM untuk Mencapai Pertumbuhan dan Kinerja Prima*. Gramedia Pustaka Utama. Jakarta.
- [7] Daryanto dan Abdullah. (2013). *Pengantar Ilmu Manajemen dan Komunikasi*. Prestasi Pustaka Raya. Jakarta.
- [8] Dewi Hanggraeni. (2012). *Manajemen sumber daya manusia*. FEUI. Jakarta.
- [9] Distyawaty. (2017). Pengaruh kompetensi dan pengembangan karir terhadap kinerja aparatur pengawas inspektorat daerah provinsi sulawesi tengah. *Jurnal Katalogis*. Volume 5 Nomor 4, April 2017
- [10] Dr. Muhammad Shahid Tufail, Dr. Mohsin Bashir, Naveed Shoukat (2016). Impact of Job Design on Employee's Organizational Citizenship Behavior and Counterproductive Work Behavior in the Banking Sector of Faisalabad. *City University Research Journal Special Issue: AIC, Malaysia* PP 225-235.
- [11] Drs. Maman Mulya Karnama, MM (2016). Analisis pengaruh pendidikan dan pelatihan (Diklat) terhadap pengembangan karir sekolah staf dan pimpinan POLRI di lembang Bandung. *Jurnal Manajemen & Bisnis Kreatif*. ISSN 2528-0597 Vol 1, No 2, 2016
- [12] Ed Michaels, Helen Handfield-Jones, dan Beth Axelrod. (2001). *The War for Talent*. Harvard Business Review Press. USA.
- [13] Edy Sutrisno. (2010). *Manajemen Sumber Daya Manusia*. Cetakan Ketiga. Kencana Prenada Media Group. Jakarta.
- [14] Eka Ardha Nareswari, Dewi Prihatini, Sri Wahyu Lelly Hana Setyanti (2015). Determinant of Career Development through Intervening of Performance and Promotion on Employees: Evidence from Indonesia. *International Journal of Business and*

- Management Invention* ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X.
- [15] Eglal Hafez, Reem AbouelNeel, Eahab Elsaid (2017). An Exploratory Study on How Talent Management Affects Employee Retention and Job Satisfaction for Personnel Administration in Ain Shams University of Egypt. *Journal of Management and Strategy*, Vol 8 No. 4 (2017)
- [16] Gasperz, Vincent. (2013) *All-In-One Integrated Total Quality Talent Management*. PT. Percetakan DKU. Jakarta.
- [17] Ghozali, Imam. 2011. “Aplikasi Analisis Multivariate Dengan Program SPSS”. Semarang.: Badan Penerbit Universitas Diponegoro.
- [18] Gowsalya R S, Jijo Francis J (2017). A Study on Employee Job Rotation. *International Journal for Research Trends and Innovation An International Open Access Journal*. Issue: November 2018. Volume 3 | Issue 11.
- [19] Hasibuan, M.S.P. (2011). *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta.
- [20] Husein, Umar. 2011. *Metode Penelitian Untuk Skripsi dan Tesis Bisnis Edisi 11*. Jakarta: PT Raja Grafindo Persada
- [21] Itaru Nishimura (2018). Current Status of Talent Management in Japan Based on Insights into Procurement and Development of Next-Generation Executive Human Resources at Japanese Manufacturers. *Current Status Of Talent Management in japan, japan labor Issues*. Vol.2 No. 5.
- [22] Kadarisman. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Rajawali Pers. Jakarta.
- [23] Khaerudin, Abdul Rivai, Muhadi Riyanto (2018). The Effect of Placement and Competency on Performance Trough Employee Commitment in Financial Center Office Ministry of Defense Indonesia. *IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668*. Volume 20, Issue 2. Ver. VIII (February. 2018), PP 54-61.
- [24] Lenny Ch Nawangsari, Ahmad Hidayat Sutawidjaya. (2019). Talent Management in Mediating Competencies and Motivation to Improve Employee’s Engagement. *International Journal of Economics and Business Administration* Volume VII, Issue 1, 2019.
- [25] La Ode Abdul Natsir, Samdin, Nurwati, La Ode Bahana Adam. (2013). Role of Employee Career as Mediation Relationship between Competency and Performance Employee. *International Journal of Science and Research (IJSR)*. Volume 4 Issue 10, October 2015.
- [26] Lowan, Vongani; Chisoro, Clever. (2016). The Impact Of Succession Planning For Business Survival: A Case Of Kwalita Business Consultants, Johannesburg (South Africa). *Journal: Kuwait Chapter of Arabian Journal of Business and Management Review 2016* .Vol.5 Issue 12, pp.63-90.
- [27] Madhani, Pankaj M., Kochi (2016). Competitiveness and Sustaining Performance: Integrating Sales and Marketing. *SCMS Journal of Indian Management*. Volume XIII Number 1 January - March 2016
- [28] Maggi Evans .(2017). Workplace career conversations: aligning organizational talent management and individual career development. *Loughborough University*. Oktober 2017.
- [29] Mangkunegara, A.P. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya. Bandung.
- [30] Manopo, Christine. (2011). *Competency Based Talent and Performance Management System*. Salemba Empat .Jakarta.
- [31] Md Lazim Mohd Zin, Faridahwati Mohd. Shamsudin , Chandrakantan Subramaniam (2013). Investigating The Influence Of Job Rotation On Career Development Among Production Workers In Japanese Companies. *International Journal of Business and Society*. 14(1) · January 2013.
- [32] Moeheriono. (2009). *Pengukuran Kinerja Berbasis Kompetensi: Competency. Based Human Resource Management*. Ghalia Indonesia. Jakarta.
- [33] Moekijat. (2010). *Manajemen Sumber Daya Manusia*. Mandar Maju. Bandung.
- [34] Nawangsari, Lenny Ch, Elmi, Farida (2017). Framework Sustainability Strategy Sumber Daya Manusia. *Prosiding SENIATI*. Vol 3 No 2 (2017).
- [35] Nicoleta Valentina Florea, Doina Constanta Mihai (2017). Predicting Employees Evaluation Performance Using Simulation And Mathematical Modeling. *Journal of Science and Arts*. 2017. Volume 1. Issue : 38, Pages 81-94.
- [36] Notoatmodjo, Soekidjo. (2009). *Pengembangan Sumber Daya Manusia*. Rineka Cipta. Jakarta.
- [37] Peraturan Direktur Jenderal Kekayaan Negara Nomor 8/KN/2014 Tentang Pola Mutasi Jabatan Karier di Lingkungan Direktorat Jenderal Kekayaan Negara.
- [38] Peraturan Direktur Jenderal Kekayaan Negara Nomor 10/KN/2014 Tentang Perubahan Peraturan Direktur Jenderal Kekayaan Negara Nomor 8/KN/2012 Tentang Pola Mutasi Jabatan Karier di Lingkungan Direktorat Jenderal Kekayaan Negara.
- [39] Peraturan Direktur Jenderal Kekayaan Negara Nomor 9/KN/2014 Tentang Pola Mutasi Pelaksana di Lingkungan Direktorat Jenderal Kekayaan Negara.
- [40] Peraturan Direktur Jenderal Kekayaan Negara Nomor 2/KN/2018 Tentang Perubahan Atas Peraturan Direktur Jenderal Kekayaan Negara Nomor 4/KN/2017 Tentang Manajemen Talenta Direktorat Jenderal Kekayaan Negara.
- [41] Peraturan Menteri Keuangan Nomor 39/PMK.01/2009 tentang Pola Mutasi Jabatan Karier Di Lingkungan Departemen Keuangan.
- [42] Peraturan Menteri Keuangan Republik Indonesia Nomor 37/PMK.012/2014 Tentang Pedoman Identifikasi Kebutuhan Pendidikan dan Pelatihan Non Gelar Di Lingkungan Kementerian Keuangan.
- [43] Peraturan Menteri Keuangan Nomor 60/PMK.01/2016 tentang Manajemen Talenta Kementerian Keuangan.
- [44] Peraturan Menteri Keuangan Republik Indonesia Nomor 161/PMK.01/2017 Tentang Perubahan Atas Peraturan Menteri Keuangan Nomor 60/PMK.01/2016 Tentang Manajemen Talenta Kementerian Keuangan. Berdasarkan PMK diatas maka DJKN membuat Peraturan Direktur Jenderal Kekayaan Negara Nomor 4/KN/2017 Tentang Manajemen Talenta DJKN
- [45] Peraturan Menteri Keuangan Republik Indonesia Nomor 219/PMK.01/2017 Tentang Penilaian Kompetensi Manajerial Melalui *Assesment Center* Di Lingkungan Kementerian Keuangan

- [46] Peraturan Pemerintah Nomor 11 Tahun 2017 tentang Manajemen Pegawai Negeri Sipil (PNS)
- [47] Rashki, Zahra; Hasanqasemi, Abdolmajid; Mazidi, Alireza. (2014). The Study Of Job Rotation And Staff Performance In Customs Organization Of Golestan And Mazandaran Provinces. *Kuwait Chapter of Arabian Journal of Business and Management Review*. Vol. 3, No.7; March. 2014
- [48] Rendra Wahyu Setiawan, Maria Magdalena Minarsih, Muh Mukeri Warso. (2016). Pengaruh Pendidikan, Pelatihan Dan Sarana Prasarana Terhadap Pengembangan Karir Yang Berdampak Pada Loyalitas Pegawai Kantor Kecamatan Semarang Timur. *Journal Of Management*. Volume 2 No.2 Maret 2016.
- [49] Rizaldo Yan Sasra, Abdul Rahman Lubis, dan Syafruddin Chan. 2015. Pengaruh Kompetensi, Pendidikan Dan Pelatihan Serta Penempatan Pegawai Terhadap Pengembangan Karir Dan Dampaknya Terhadap Kinerja Pegawai Sekretariat Daerah Provinsi Aceh. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*. Volume 4, No. 2, Mei 2015
- [50] Ruslan, Mukhlis Yunus, Mahdani. (2015). Pengaruh kompetensi pendidikan dan pelatihan, motivasi dan disiplin kerja terhadap kinerja pegawai serta dampaknya pada kinerja dinas perindustrian dan perdagangan aceh. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*. Volume 4, No. 4, November 2015.
- [51] Sajjad Waheeda, A. Halim Zaimb. (2015). A Model for Talent Management and Career Planning. *Educational Sciences: Theory & Practice*. 2015. October. 15(5) • 1205-1213
- [52] Sekaran, U. and Bougie, R. (2009) *Research Methods for Business A Skill- Building Approach. 5th Edition*, John Wiley and Sons Inc., New York.
- [53] Sondang P. Siagian. (2011). *Manajemen Sumber Daya Manusia*. Bumi Aksara. Jakarta.
- [54] Sugiyono, 2014. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta.
- [55] Syukri Bahagia. (2017). Pengaruh Kompetensi, Reward, dan Motivasi Pegawai Terhadap Kinerja serta dampaknya pada pengembangan Karir Di Dinas Sosial Aceh. *Electronic these and dissertations (ETD Universitas Syiah Kuala*.
- [56] Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara.
- [57] Wibowo. (2010). *Manajemen Kinerja*. Rajawali Press. Jakarta.
- [58] Zahra Gholipour, Seyed Ali Siadat (2015). Investigating the Relationship between Talent Management Strategy and Career Path of Principals of Schools in Shahr-e-Kord. *International Research in Education*. Vol 4 No. 1, March 2016.