

Talent Management of Partai Keadilan Sejahtera (PKS) Stages of Regeneration Management

Budiadi Hasman^{a*}, Riani Asri Laksmi^b, Wahyuni Salamah^c, Suyono Joko^d, Harsono Mugi^e, ^aDoctoral Program in Economic Sciences, Universitas Sebelas Maret, ^{b,c,d,e}Universitas Sebelas Maret, Department of Management, Surakarta, Indonesia, Email: ^{a*}budiadi16hasman@gmail.com

The aim of this research is to analyse the stages of regeneration management that have been carried out by Partai Keadilan Sejahtera (PKS). This research is qualitative and the approach used in this study is descriptive phenomenology. The qualitative research instruments are researchers themselves with the help of other instruments, namely interview guidelines and observation. The data analysis technique used is the in going process. The research findings show that the stages of regeneration management that have been carried out by PKS based on the results of the analysis are as follows: (1) Identifying party ideology; (2) Establishing levels for the centre and support talent development; (3) Establishing criteria for target competency; (4) Creating a career path/cadre; (5) Managing the organisational support system; (6) Establishing the appropriate reward system; and (7) Program evaluation. This research only describes stages of regeneration management that have been carried out by PKS so the finding cannot be compared to other political parties especially political party that do not use a religion belief as the foundation.

Key words: *Talent management, Stages of regeneration, Political party.*

Introduction

The management of parties and companies has similarities in terms of looking at human resources as capital that must be considered by the organisation. Both in parties and companies, the key to organisations developing adaptation and innovation lies in the quality of their human resources (HR). On the other hand, the characteristics of the party that are different from the company, the management of human resources in the party have its own

challenges. This is what puts HR practice into one of the keys to quality or not the human resources of the organisation.

The principle now developed in HR is talent management. According to Pella & Inayati (2011), talent management is a process to ensure the ability of a company to fill the key positions for company future leaders and positions that support the company's core competencies (unique skill and high strategic value). Talent management can also be interpreted as strategic management to manage the flow of talent within a company with the aim of ensuring the supply of talent to align the right employees with the right jobs at the right time based on the company's strategic goals and priorities for the company or business. If applied in the party, talent management directs the party in managing the human resources it has starting from seeking, attracting and retaining the best people and then developing in strategic steps. This aims to provide the best benefits for the party itself.

One of the Islamic parties in Indonesia is the Prosperous Justice Party (PKS). PKS declared its existence as a Da'wah Party, which is an Islamic political entity that combines the struggle of Islamic values structurally and culturally, in its positive and objective meaning, for the realisation of Civil Society (PKS Renstra, 2015). Leadership in the PKS itself is manifested in a very solid regeneration system. This solid cadre cannot be separated from the rigorous selection in recruiting prospective members. This rigorous pre-emptive system is through the Tarbiyah management system by applying curriculum and material made by Tarbiyah PKS. PKS Tarbiyah selects, mixes and then develops itself with the guidance of a murrabbi. Selection and recruitment patterns of PKS cadres are unique in Indonesian politics. PKS cadres are chosen not by submitting themselves but submitted by a group of individuals and or by murabbi (guidance teacher) with a continuous and scheduled tarbiyah (education) method (halaqah).

PKS uses two strategies in recruiting its cadres. The first strategy is the pattern of individual recruitment (al da'wah al fardhiyyah), namely the form of a person-to-person approach, which includes direct personal communication. The cadres who will be recruited are invited to participate in spiritual development forums organised by PKS such as usrah (family), halaqah (study group), liqa (weekly meeting), rihlah (recreation), mukhayyam (camp), daurah (intellectual training) and nadwas (seminar) (Muhtadi, 2012). The second strategy is the pattern of institutional recruitment (al da'wah al'amma). PKS is affiliated with various wing organisations that are formal or informal, so that parties can look for potential individuals to be party cadres (Nurdi, 2015).

In its development, the leadership system through regeneration carried out by PKS has various problems. Among them is how to interpret the PKS ideology, where on the one hand PKS chooses to become an open political party or it can be interpreted that the PKS currently

chooses to be a plural party, accepting differences and diversity. On the other hand, this understanding is then at odds with the general vision and special vision of the PKS which officially states that it will direct the da'wah party to fight for Islam as a solution in the life of the nation and state. It will direct it to become a transformative force of Islamic values and teachings in the process of rebuilding people and nations in various fields. PKS which is an exclusive party on the traditional basis of young people, educated and urban communities is transformed into an inclusive party.

This has an effect on the system of recruitment and translation of party ideologies in cadres. Another problem is that internal constraints arise because of the presence of cadres who are difficult to mobilise and externally are the presence of reluctant people who are invited to the party and the suggestion that PKS belongs to certain groups. Likewise, the handling carried out by the party if the cadres are then no longer considered capable of carrying the ideology held by the party. So far, there has been no serious action from the PKS in response to the problematic cadres.

The problem faced by the PKS is how the party attempts to find, attract and retain the best people and then develop in strategic steps. In this regard, the research conducted by Noor (2014) regarding legislative elections in Indonesia in 2009 stated that cadre regeneration systems gave rise to cadres who were less tested in understanding ideological aspects and basic commitments that became the character and focus of a party. This description points to the importance of cadre training carried out by the party in guaranteeing ideological aspects and basic commitments that become the character and focus of a party.

Previous studies conducted by Lesego Koketso & Rust (2011); Zweig (2012); Chen et al., (2015); Kadyrbekova (2017); and Dinh Loc (2017) show that there is a research gap that discusses talent management, especially parties with Islamic values in Indonesia. Research on the regeneration of political parties by implementing talent management has never been done before. Thus, a study is still needed on the application of talent management to support the party regeneration system in Indonesia.

Based on research problem above, the aim of this study is to analyse the stages of regeneration management that have been carried out by PKS.

Literature Review

Talent Management Concept

The development of talent management departs from the importance of organisations being able to formulate and implement strategic policies to support the best performance and

adaptive performance. Efforts to formulate and implement these strategic policies are not possible without the talent possessed by the company itself. Talent management itself aims to obtain, manage, use and prevent the transfer of talent to support the organisation's performance. Research studies conducted show that talent management has developed new findings related to how talent management is influenced by the characteristics of the organisation and the values that develop in society (Kathri et al, 2008; Hughes et al., 2008 & Khatri et al., 2010).

Various understandings of talent management are described by experts. Each provides a different perspective on talent management in terms of the process, the level at which talent management is located and what criteria are structured. This provides a different perspective on talent management. One statement that refers to the understanding of talent management from the process is Armstrong (2008) and Cappelli (2008), who state that talent management is a series of resource development processes by emphasising Knowledge, Skill, Ability and Other characteristics (KSAO) that a person has to then make tools for achieving strategic policies. The talent management process starts from identifying, developing, recruiting, maintaining and disseminating talented people. The whole process is to meet and anticipate the company's needs for HR.

According to Davis (2009), talent management is a planned and structured approach to recruit, maintain and develop talented people who consistently deliver a superior performance. Thus the process of talent management consists of recruiting people who are talented, retaining them so they do not move to other companies and developing people who are talented so that they can improve their performance. In another perspective, talent management is viewed from its components. The first view emphasises human capital. The second view shows talent management as a process by which employees anticipate and fulfil their needs for human capital. The third view of talent management is as an instrument to achieve economic outcomes (Collongs & Mellahi, 2009; Lewis & Heckman, 2006; and Silzer & Dowell, 2010).

The Stages of the Talent Management

In line with the development of opinions among management practitioners as stated above, Berger, (2008) & Barron, (2008) argued that the process of managing talent management was carried out by: (1) Identifying and compiling patterns of career paths, development and programs reward services for super keepers. This will ensure that these high quality role models will truly support the organisation to achieve and maintain its superiority; (2) Determining key positions and paying close attention to key positions that do not have replacement candidates and noticing that existing substitute candidates truly fulfil the required quality. This must be ensured to maintain the continuity of the organisation so that it

does not continue to lose HR (especially the superior ones); and (3) Segmenting talent pools in accordance with the investment category (super keeper, keeper, solid citizen and misfit) so that investment can be implemented more correctly.

Berger, (2008) & Barron, (2008) also added that management of talent management can be viewed differently, starting from setting talent criteria and identifying key organisational needs. This departs from the policy that talent management programs are carried out to answer organisational needs. Therefore, organisations must know about the needs of the organisation so that it is easier to determine talent programs. There are several things that must be considered in identifying organisational needs because they have to be adjusted to the organisation namely: the organisation's vision and mission; how much talent affects the business; and the culture or values that will be developed. The next step is to establish a level group for the talent development centre. Before the talent development centre selection process, there needs to be an agreement in the organisation about how many levels in the talent development centre. This is very important for companies or institutions to produce sufficient numbers of cadres. Determination of the level group is divided into two parts. Firstly based on the level of office, namely to give birth to leaders at each level of structural positions. Secondly based on functional career paths, this level is to strengthen the organisation's core competencies.

The final step is to set the target competency criteria for developing the talent development centre. In this stage, organisations and institutions should establish criteria that are in accordance with the organisation's vision and mission. The targets to be achieved should complement the objectives of the organisation. These goals and objectives must be written so that they can be monitored. Supervisors must be decisive in setting goals and objectives. These goals and objectives must be measurable and tiered that support the achievement of these objectives (Michael Allison & Jude Kaye, 2005; Mondy, 2008).

There are various stages of the talent management programs. According to Pella & Inayati (2011), the stages of the talent management program are as follows:

a. Establish Talent Criteria

This step clarifies key positions, the most important positions and the positions that have the highest risk as the target of the development program in the talent management program. Next is a series of activities to determine the criteria for quality prospective leaders in the company at each level and position which includes: quality personal characteristics; business and functional knowledge; career experience; performance; and potential assumptions.

b. Select the Talent Pool Selection Centre Group

At this stage all kinds of efforts are made to collect candidates from various positions and levels of employees in the company to become participants in the talent management program. At this stage talent selection is conducted. This process consists of two elements, namely identifying talent and attracting talent to be included in the talent development centre group. Note that candidates can come from within or outside the organisation.

c. Create a Talent Acceleration Development Program

In this stage, all kinds of efforts are made to design, plan and execute accelerated development programs provided to each member of the talent management program.

d. Assign Key Positions

At this stage assignments and placements are carried out for each member of the talent management program who has passed the evaluation of leadership eligibility to occupy previously identified positions.

e. Evaluate and Monitor Program Progress

At this stage all activities are carried out to monitor, examine and evaluate the progress of each activity. Evaluate development and the results of progress that are made.

Research Method

Type of Research

This study uses a qualitative research approach. According to Creswell (2005), qualitative research aims to understand human or social problems based on a holistic picture, a series of words and sentences and informant reports carried out in a natural setting or condition. This is based on the needs of researchers to explain how the regeneration process is viewed from talent management and success planning takes place within the PKS party.

The approach used in this study is descriptive phenomenology. Descriptive phenomenology seeks to explain the meaning of human life experience. The phenomenological perspective in this study uses Berger's theory, namely first and second order understanding. First order understanding is this stream of research asked the party being researched (the informant) to get the correct answer about: the basic principles used by PKS in conducting leadership in the reform era; the ways and methods of leadership carried out and built in PKS; and the stages of the leadership cadre process in PKS. These questions were needed to obtain information about the phenomenon of cadre formation of PKS parties which is seen from subjective reality, this kind of information is called externalisation (Berger, 1994).

Data Collection Techniques

This research data is qualitative and consists of primary data and secondary data. Most of the primary data is collected through observation and in-depth interviews. While a small portion of other data will be obtained through informal discussions with informants on various occasions and from study material delivered at several halaqah sessions attended by the researchers.

Data Analysis Techniques

The data analysis technique used is the in going process model. With this technique, after the data is collected, analysis is carried out through 3 main components namely: data reduction, data presentation and conclusion drawing. In qualitative research the three components are processes that must be carried out in order to be able to build the right analysis.

Results and Discussions

The methods and stages of regeneration management that have been carried out by PKS if viewed from talent management can be described as follows:

a. Identify Party Ideology

The PKS was originally portrayed as an exclusive party by carrying out the Tarbiyah Movement. The Tarbiyah movement is a movement with the concept of Tarbiyah Islamiyah, namely the preparation of godly humans in order to create a balance in potential, purpose, speech and action with the aim of creating conditions conducive for humans to live in a straightforward manner, both with the pleasure and reward of Allah SWT (Taufik, 2009: p. 34).

The openness of the PKS ideology is shown by the change in the party's motto to "PKS for all" in the 2009 elections and changes in the vision, mission and party AD/ART. The orientation that is highlighted from this open choice is to try to legalise the formality (in accordance with legal regulations) of membership among non-Muslims. This situation is based on consideration of the significance of the support of some non-Muslims in non-Muslim majority regions, such as Papua and East Nusa Tenggara. In addition, we can see indicators of openness of PKS from the policies spawned by PKS elites on a national and local scale such as: legalise the membership of non-Muslims and approach the traditional Islamic mass base. However, the concept of Tarbiyah Islamiyah is still the core of the PKS.

b. Establish Levels for the Centre and Support Talent Development

Before the talent development centre selection process, we need to make an agreement in the organisation about how many levels of talent development centre. This is very influential for

companies or institutions to produce sufficient numbers of cadres. Determination of the level group is divided into two parts. Firstly based on the level of office, namely to give birth to leaders at each level of structural positions. Secondly based on functional career paths, this level is to strengthen the organisation's core competencies.

The method of cadre through Tarbiyah is carried out in several ways as follows:

1) Halaqoh

Halaqah is a means of tarbiyah which is very important, because it is through this facility that coaching of Supporting Members (beginner and young levels) is done intensively to prepare them to become Core Members. Halaqah meetings are usually held once a week, for 2-4 hours, located in murabbi houses, halaqah members or other places, such as mosques/mushalla.

2) Usroh

Usroh talked about the command line and the delegation of tasks to cadres who were deemed fit to carry out tasks from the party at the intermediate level and so on. The key word is the cadre, Sam'an Wa To'atan, which means the cadre is ready to accept and obey orders from the party command line.

3) Daurah

Daurah is an Islamic training that is usually held outside the city, located in a villa or other location, where participants stay for 2-3 days. Daurah organisers are usually Islamic spiritual units that are in schools, campuses or local offices. To cover the costs of organising there are regional heads who quote contributions from participants, but some are closed from other sources, such as donation infaq or the organisation's cash.

c. Establish Target Competency Criteria

Criteria for regeneration target competency are determined in detail at each stage or level of PKS cadre namely:

- 1) Tamhidi (beginner), new cadres, if they are istiqomah in coaching and succeed in having good characters in Islam.
- 2) Mu'ayyid (Young), Indikator from this young stage is their level of involvement and contribution in Islamic activities.
- 3) Muntasib (madya), which is required to have a commitment to jointly raise this da'wah party. They also have a structural, guiding and financial mandate to fulfil.
- 4) Adult members, party cadres registered in party membership issued by the Regional Management Board (DPW) and have passed the advanced party training.
- 5) Experts, those who are registered in the party membership issued by the Central Management Board (DPP) and after graduating from party training.

d. Make Career Path/Regeneration

The cadre system carried out by PKS is tiered by taking multilevel training and having strict supervision. This is done to have Islamic character and character in the community as expected by the party. The regeneration model carried out by PKS is by way of a regeneration model based on a combination of two hierarchical/gradual models and specialisation/expertise. This model can be adjusted to the needs of party functions to be carried out in the party organisational structure.

e. Manage Organisational Support Systems

Talent management in companies requires support from organisational management, senior leaders, directors or general managers of organisations through the provision of guidance, education and empowerment of employees who are considered to have talent to fill important positions in leadership or other positions in the organisation. Likewise the political principle in the regeneration process requires support from party leaders at every level. The research findings show that talent management in PKS is supported by a system that is well managed by all elements of party leadership from branches, regions and nationally. This was demonstrated by PKS centre leaders such as the PKS President who carried out da'wah safaris to various regions in Indonesia. Safari Dakwah, in addition to having the main agenda of strengthening the party's political machinery in the regions, is also a form of giving direct support from PKS leaders to their cadres.

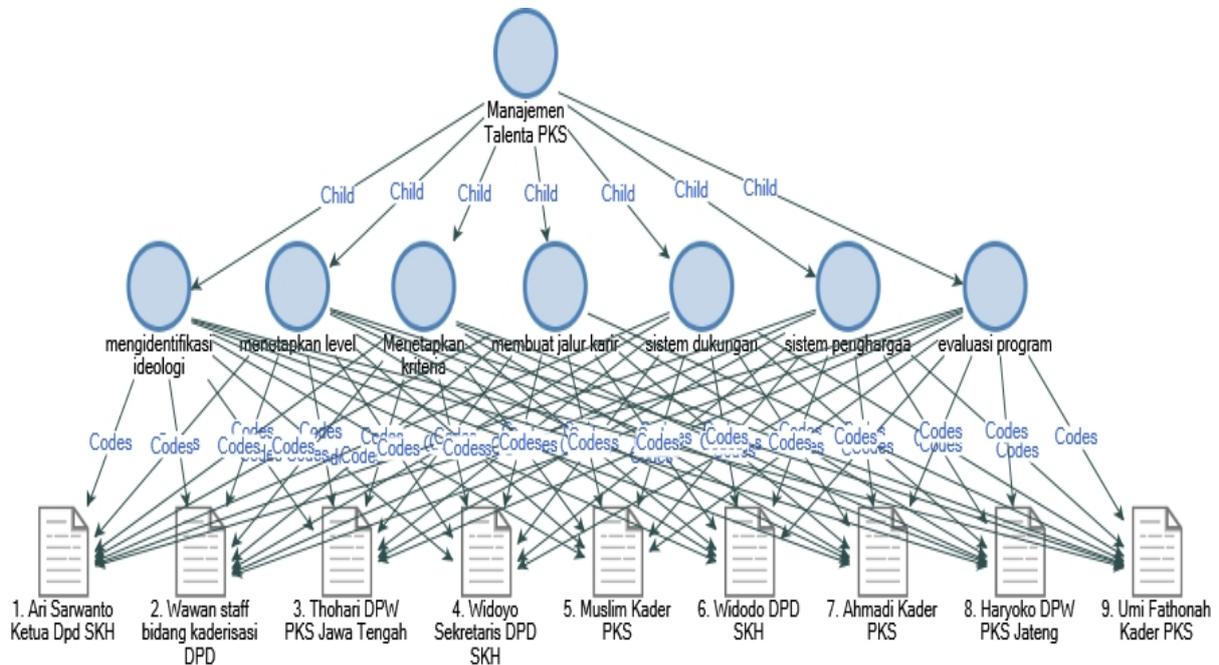
f. Establish the Appropriate Reward System

Ideally political parties will be a forum for developing cadres and supporting them so that later a healthy leadership regeneration process will occur. The regeneration intended here is not only for internal parties, but also national leadership. In addition, sacrifices are needed to ignite the spirit of cadres in working for the community. This can be interpreted as an award to outstanding cadres. The reward system in regeneration must also go hand in hand with a system of punishment for cadres who do not meet the rules determined by the party. The system of rewards in PKS cadres is still limited to the granting of higher authority or position if the cadre achieves or nominates the relevant cadres to become candidates for the Regency/City, Provincial or DPR RI legislative members.

g. Program Evaluation

The monitoring and evaluation mechanism is an instrument for measuring failure. This monitoring and evaluation instrument must cover all phases to ensure that the time, effort and funds allocated from all regeneration activities are on target. Or the success of the regeneration process carried out as well as in the future can be the basis for intervention looking at what has been done and what has not been done. The designed monitoring and evaluation instruments must also inform. In general the results of coding processing

interviews using NVIVO for all research informants can be described as talent management carried out by PKS as follows:



Conclusion

The stages of regeneration management that have been carried out by PKS based on the results of the analysis are as follows:

1. Identifying Party Ideology

The PKS was originally portrayed as an exclusive party by carrying out the Tarbiyah Movement. The Tarbiyah movement is a movement with the concept of Tarbiyah Islamiyah, namely the preparation of godly humans in order to create a balance in potential, purpose, speech and action with the aim of creating conditions conducive for humans to live in a straightforward manner, both with the pleasure and reward of Allah SWT.

2. Establish Levels for the Centre and Support Talent Development

Determination of the level group is divided into two parts. Firstly based on the level of office, to give birth to leaders at each level of structural positions. Secondly based on functional career paths, this level is to strengthen the organisation's core competencies.



3. Establish Criteria for Target Competency

The criteria for regeneration target competency are set out in detail at each stage or level of cadre in the PKS.

4. Creating a Career Path/Cadre

The cadre system carried out by PKS is tiered by taking multilevel training and having strict supervision.

5. Manage the Organisational Support System

The research findings show that talent management in PKS is supported by a system that is well managed by all elements of party leadership from branches, regions and nationally.

6. Establish the Appropriate Reward System

The system of rewards in PKS cadres is still limited to the granting of higher authority or position if the cadre achieves or nominates the relevant cadres to become candidates for the Regency/City, Provincial or DPR RI legislative members.

7. Program Evaluation

The evaluation and supervision process that has been carried out by PKS not only assesses whether the training programs in regeneration activities are designed according to the needs of the participants, but also to see whether the regeneration program carried out runs effectively in accordance with the goals.

REFERENCES

- Aftandilian, Gregory, 2011. Presidential Succession Scenarios in Egypt and Their Impact on U.S.-Egyptian Strategic Relations, Carlisle, PA: Strategic Studies Institute, U.S. Army War College
- Ambia Dhinnar, 2012. Pengaruh Talent. Management terhadap Kinerja Pegawai pada Kantor Pusat PT. Bank X. Fakultas Ilmu Sosial dan Ilmu Politik. Universitas Indonesia Depok
- Armstrong, Michael, 2008. Strategic human resource management : a guide to action, Kogan Page, London,
- Ashton, Chris & Morton, Lynne. (2015). Managing talent for competitive advantage: Taking a systemic approach to talent management. *Strategic Hr Review*. 4. 28-31.
- Baron-Cohen, S., & Lombardo, M. V. (2017). Autism and talent: the cognitive and neural basis of systemizing. *Dialogues in Clinical Neuroscience*, 19(4), 345–353.
- Berger, Lance A., 2008. The Talent Management Handbook: Creating Organisational Excellence by Identifying, Developing, and Promoting Your Best People, New York: Mc Graw Hill
- Becker, B.E., Huselid, M.E. and Beatty, R.W. (2009). The Differentiated Workforce: Transforming Talent into Strategic Impact, Harvard Business School Press, Boston, MA.
- Bohlander, G., Snell, S. and Sherman, A. (2001) *Managing Human Resource*. 12th Edition, South Western College, Cincinnati.
- Booyesen, S. 2011. *The ANC and the Regeneration of Political Power*. Johannesburg: Wits University Press.
- Cappelli, Peter, 2008. *Talent on Demand: Managing Talent in an Age of Uncertainty*, Boston: Harvard Business School Press
- Chen, Lijun, Hon Chan, Jie Gao and Jianxing Yu, 2015 Party Management of Talent: Building a Party-led, Merit-based Talent Market in China, *AJPA* Volume74, Issue 3 September 2015 Pages 298-311
- Chiaromonte, Alessandro and Vincenzo Emanuele, 2015. Party System Volatility, Regeneration and De-Institutionalization in Western Europe (1945–2015), Article in *Party Politics* published online · August 2015 Volume: 23 issue: 4, page(s): 376-388



- Collings, D.G. and Mellahi, K. (2009) Strategic Talent. Management: A review and research agenda , *Human Resource. Management Review*, 19: 4, 304 313.
- Davis, Tony, *et al.* (2009). *Talent Assessment Mengukur, Menilai, dan Menyeleksi Orang-orang Terbaik dalam Perusahaan* (Abdul Rosyid, Penerjemah). Jakarta : PPM Manajemen
- Dries, Nicky, 2013. The psychology of talent management: A review and research agenda. *Human Resource Management Review*, Volume 23, Issue 4, December 2013, Pages 272-285
- Dwiningrum, Siti Irene Astuti, 2017. Modal Sosial Dan Media Sosial Pada Masyarakat Cyberdi Desa Melung, Kabupaten Banyumas, *Jurnal Pembangunan Pendidikan: Fondasi dan Aplikasi* Volume 5, No 2, December 2017 (140-154)
- Estedadi, Ershad, Reza shahhoseini, and Kambiz Hamidi, 2015. The Importance Of Succession Planning In Organisations, *Advanced Social Humanities and Management* 2(3) 2015:41-47
- Fauziah, Ade Hikmatul, 2014. Sikap Politik Partai Persatuan Pembangunan Dalam Sukses Kepemimpinan Negara Pada Pemilu 2014, Salam; *Jurnal Sosial dan Budaya Syar'i*. Vol. II No. 1 Juni 2014
- Gelens, J., Hofmans, J., Dries, N., & Pepermans, R. (2014). Talent management and organisational justice: Employee reactions to high potential identification. *Human Resource Management Journal*, 24 (2), 159-175. DOI: 10.1111/1748-8583.12029
- Golosov, G. V. 1998. Regional party system formation in Russia: The deviant case of Sverdlovsk oblast. *Journal of Communist Studies and Transition Politics*, 14, 31-53
- Heinen, J., & O'Neill, C. (2004). Managing talent to maximise performance. *Employment Relations Today*, Summer, 31(2), pp. 67-82
- Khatri, P., Gupta, S., Gulati, K., & Chauhan, S. (2010). Talent management in HR. *Journal of management and strategy*, 1(1), 39.
- Hughes, J. and E. Rog, 2008. Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organisation. *International Journal of Contemporary Hospitality Management*, 20: 743-757
- Imansyah, Teguh, 2012. Regulasi Partai Politik Dalam Mewujudkan Penguatan Peran Dan Fungsi Kelembagaan Partai Politik, *Jurnal Rechtsvinding* Volume 1 Nomor 3, Desember 2012



- Kadyrbekova, Ulzhan Abilkhanovna, 2017. Prospects for the use of the concept and methods of talent management in the practice of public service (on the materials of the Republic of Kazakhstan). *Revista Espacios*. Vol. 38 (No 48) Year 2017
- Kaye, Jude and Michael Allison, 2005. *Strategic Planning for Nonprofit Organisations: A Practical Guide and Workbook*, John Wiley and Son
- Khatri, Preeti & Shikha, Gupta & Kapil, Gulati & Santosh, Chauhan. (2008). Talent Management in HR. *Journal of Management and Strategy*. 1. 10.5430/jms.v1n1p39.
- Koli, Amita, 2012. Talent Management Scenario- A Road Less Travelled In India, *Tactful Management Research Journal*, Impact Factor: 2.1632(UIF)
- Koketso, Lesego PeeJay and A. A. Braam Rust, 2011. Perceived challenges to talent management in the South African public service: An exploratory study of the City of Cape Town municipality, *AJBM* Vol.6(6), pp. 2221-2233 , February 2011
- Madelung Wilferd, 1997. *The Succession to Muhammad: A Study of the Early Caliphate*, New York, NY: Cambridge University Press,
- Mondy R Wayne. 2008. *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga
- Muhtadi, Burhanuddin, 2012. *Dilema PKS: Suara dan Syariah*. Jakarta: Penerbit KPG
- Nguyen, Dinh Loc, 2017. *The Application of Talent Management Theories to the Prevention of "Brain Drain" in China*, Helsinki Metropolia University of Applied Sciences Metropolia Business School
- Noor, Firman, 2014. *Perpecahan dan Soliditas Partai Islam di Indonesia: Kasus PKB dan PKS di Dekade Awal Reformasi*. Jakarta: LIPI Press.
- Nurdi, Ahmad Ali.2015. Partai Islam Se-Malaysia (PAS) dan Partai Keadilan Sejahtera (PKS) Sebagai Partai Islam Pendukung Demokrasi pada Pemilu, *Teosofi: Jurnal Tasawuf dan Pemikiran Islam* Volume 5, Nomor1, Juni 2015
- Partai KeadilanSejahtera, 2015. *Rencana Strategis PKS (2015-2020)*, diakses dari <http://pks.id>
- Patton, M.Q. 2002. *Qualitative Research & Evaluation Methods*. Third Edition. California: Sage Publications.
- Pella, Darmin Ahmad & Afifah Inayati. 2011. *Talent Management Mengembangkan SDM untuk Mencapai Pertumbuhan dan Kinerja Prima*. Jakarta: PT Gramedia.



- Preeti Khari, Shikha Gupa, Kapol Gulati, Santosh Chauhan, 2010, Talent Management in HR, *Journal of Management Strategy* Vol 1, No 1 (2010)
- Ready D.A., Conger J.A., 2007. Make your company a talent factory. *Harvard Business Review* (USA), June 2007, Vol. 85
- Saripuddin, M., 2014. Analisis Sistem Sukses Kepemimpinan dalam Islam, *AJDID* Vol. XIII, No. 1, Januari-Juni 2014:195-204
- Schuler, R., Jackson, S. and Tarique, I. (2010). Framework for global talent management: HR actions for dealing with global talent challenges, in Scullion, H., and Collings, D. (eds.), *Global Talent Management*, Routledge, London, pp. 17-36
- Scullion, H., Collings, D.G. and Caligiuri, P. (2010). Global Talent Management, *Journal of World Business*, 45, 2, 105-8.
- Smilansky, Jonathan. 2008. *Developing Executive Talent. Metode Efektif untuk Mengidentifikasi dan Mengembangkan Pemimpin dalam Perusahaan*. Diterjemahkan oleh Octa Melia Jalal. Jakarta: PPM
- Skuza, Agnieszka, Hugh Scullion & Anthony McDonnell (2012) An analysis of the talent management challenges in a post-communist country: the case of Poland, *The International Journal of Human Resource Management*, 24:3, 453-470
- Streubert, H.J. & Carpenter, D.R. 2011. *Qualitative Research in Nursing : Advancing The Humanistic Imperative*. (5th ed). Philadelphia : Lippincou Williams & Wilkins.
- Sukmajati, Mada. 2011. How Islamic Parties Organize At The Local Level In Post-Suharto Indonesia : An Empirical Study of Six Major Islamic Parties In The Tasikmalaya District, West Java Province. Disertasi Universitas Heidelberg
- Wright, P. M., Nishii, L. H. 2013. Strategic HRM and organisational behavior: Integrating multiple levels of analysis. In Paauwe, J., Guest, D., Wright, P. M. (Eds.), *HRM and performance: Achievements and challenges*: 97-110. Chichester, UK: Wiley
- Whelan, Eoin, David G. Collings and Brian Donnellan, 2001. Managing talent in knowledge-intensive settings, *Journal of Knowledge Management*, Vol. 14 Issue: 3, pp.486-504
- Yi Liu, Cecil A.L. Pearson, (2014) "The importance of talent management: a study of Chinese organisations", *Journal of Chinese Economic and Foreign Trade Studies* , Vol. 7 Issue: 3, pp.153-172



International Journal of Innovation, Creativity and Change. www.ijicc.net
Volume 13, Issue 9, 2020

Zweig, David and Huiyao Wang, 2012. Can China Bring Back the Best? The Communist Party Organizes China's Search for Talent, *The China Quarterly* Volume 2 15 September 2012 , pp. 590-615.