

INTISARI

Transisi energi merupakan agenda strategis nasional dalam upaya menurunkan emisi karbon dan mewujudkan sistem ketenagalistrikan yang berkelanjutan. PT PLN (Persero) sebagai tulang punggung ketenagalistrikan Indonesia memiliki peran vital dalam mendukung target *Net Zero Emission* (NZE) 2060, salah satunya melalui penguatan kesiapan sumber daya manusia. Kesiapan talenta menjadi elemen krusial karena keberhasilan transformasi energi sangat bergantung pada kapabilitas individu dalam menghadapi perubahan teknologi, proses bisnis, dan tantangan geopolitik. Penelitian ini bertujuan mengevaluasi kesiapan talenta di lingkungan PT PLN (Persero) Unit Induk Wilayah Papua dan Papua Barat, wilayah yang memiliki tantangan geografis dan infrastruktur tersendiri, menggunakan pendekatan *Multi-Criteria Decision Making* (MCDM) dengan metode *Technique for Order Preference by Similarity to Ideal Solution* (TOPSIS). Lima aspek penilaian digunakan dalam model ini yaitu pengetahuan, kompetensi, pengalaman, kinerja dan pendidikan yang diperoleh dari data pegawai serta masukan dari *Business Process Owner* (BPO) melalui *Focus Group Discussion* (FGD).

Hasil analisis terhadap 1.114 pegawai menunjukkan bahwa 14 persen pegawai masuk dalam kategori perlu pengembangan dan tidak satu pun yang tergolong sangat siap, sedangkan 86 persen lainnya berada dalam kategori sangat perlu pengembangan dan tidak siap. Dua aspek yang paling membutuhkan perhatian dalam pengembangan adalah knowledge sebanyak 23 persen dan competency 21 persen.

Penelitian ini memberikan rekomendasi strategis berupa perancangan program pelatihan yang lebih adaptif terhadap transisi energi, penguatan sistem informasi talenta berbasis analitik, serta perluasan metodologi evaluasi ke unit lain di PLN. Dengan pendekatan yang terukur ini, diharapkan PLN dapat lebih efektif dalam mempersiapkan sumber daya manusia unggul yang mampu mendukung keberhasilan agenda transisi energi, khususnya di wilayah timur Indonesia yang memiliki potensi dan tantangan tersendiri.

Kata kunci: *Transisi Energi, Talent Management, Multi Criteria Decision Making, Technique for Order Preference by Similarity to Ideal Solution.*

ABSTRACT

The national strategic plan known as the energy transition aims to create a sustainable power system and lower carbon emissions. As the backbone of Indonesia's electricity sector, PT PLN (Persero) plays a vital role in supporting the country's Net Zero Emission (NZE) 2060 target. One of the most critical factors for the success of this transformation is the readiness of human capital, as the ability to adapt to technological shifts, changing business processes, and regional challenges heavily depends on the quality of talent.

This research aims to evaluate talent readiness within PT PLN (Persero) regional office for Papua and West Papua, an area facing unique geographic and infrastructure constraints by applying a Multi Criteria Decision Making (MCDM) approach using the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS) method. The evaluation is based on five main criteria: Knowledge, Competency, Experience, Performance, and Education, using both internal human resource data and qualitative insights from Business Process Owners (BPO) through focus group discussions (FGD).

The analysis of 1,114 employees revealed that only 14 percent are categorized as needs development, with no employees falling under the highly ready category. The remaining 86 percent are classified as requires significant development or not ready. The most critical areas for improvement are knowledge 23 percent and Competency 21 percent.

This study offers strategic recommendations, including the development of targeted training programs aligned with energy transition demands, the enhancement of talent analytics systems, and the expansion of the evaluation methodology to other PLN units. With this structured and data-driven approach, PLN is expected to better prepare its human resources to support the success of Indonesia's energy transformation especially in eastern regions that present both high potential and significant operational challenges.

Keywords: Energy Transition, Talent Management, Human Capital Evaluation, Multi Criteria Decision Making, Technique for Order Preference by Similarity to Ideal Solution.