

The Role of Talent Management in Public Organizations

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Abstract

The quality of management in the public sector is an important issue that is considered globally. The success of the performance of public sector organizations is measured by their effectiveness and efficiency in providing services to the community, so that the performance of public sector organizations is in the spotlight of all levels of society. The government's image in the community is suffering due to the poor quality of public services provided by its officials. Optimal human resource management is an important factor in advancing organizations today. Without adequate human resource planning, organizational growth becomes difficult to achieve. This study examines how talent management supports the optimization of public sector organizational performance. The research method used is a systematic literature review, by classifying, reviewing or analyzing information obtained through reference sources such as journals, books, and important data related to organizational performance and talent management, which are then selected systematically. From the literature review process, it can be concluded that the implementation of effective talent management in the public sector is very necessary to create long-term organizational performance success and as a strategy to prepare competent civil servant in facing the complexity of bureaucracy in the future. By understanding and implementing talent management effectively, organizations can create sustainable competitive advantages while encouraging growth and innovation in various operational lines.

Keywords: Public sector organizations, organizational performance, talent management, civil servant.

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INTRODUCTION

Public sector organizations are agencies that carry out the wheels of government with the aim of meeting the needs of the community related to civil services. The orientation of public sector organizations is not to gain profit but to serve the community. Based on this, the performance of public sector organizations is in the spotlight of all levels of society. The success of its performance is assessed based on effectiveness and efficiency when providing services to the community (Anggriany & Hasnawati, 2023). The following presents data on the Indonesian government effectiveness index released by the World Bank.

Table 1. Indonesian Government Effectiveness Index 2021-2023

| Year | 2021 | 2022 | 2023 |
|---|------|------|------|
| Government Effectiveness: Percentile Rank | 64,3 | 66 | 69,8 |
| Government Effectiveness: Estimate | 0,3 | 0,4 | 0,6 |

Source: World Bank Group (2025)

Percentile Rank shows the country's ranking among all countries covered by the aggregate indicator, with 0 corresponding to the lowest ranking, and 100 to the highest ranking. Estimate shows the country's score on the aggregate indicator, in standard normal distribution units, which range from about -2.5 to 2.5. So based on table 1, it can be seen that the Indonesian government's effectiveness score up to 2023 is still relatively low, so it can be an indication that the performance of public sector organizations in Indonesia is less than optimal. According to Bagia et al. (2021) and Damayanti et al. (2019), the public's negative perception of government stems from the poor quality of public services. Many individuals who interact with bureaucratic systems express frustration and disappointment. The common sentiment is that bureaucratic performance is subpar, with services often being overly complicated and justified by reasons unacceptable to the community, leading to ineffective and inefficient outcomes.

Performance is something that really determines the continuation of an organization's life in the current era of globalization (Manuaba et al., 2023). Success in achieving the goals of an organization or company is a management achievement (Dewi et al., 2024). Moreover, government agencies that provide public services are sometimes the only organizations that can be used by the public to fulfill their needs for something, so maximum performance must be achieved (Ningsih & Heryanda, 2024). In today's competitive era, human resource management is essential for an organization. Institutions or organizations run well with the existence of human resources that support them (Udayani & Heryanda, 2024). In the Human Development Report 2023/2024 released by the United Nations Development Programme (2024), Indonesia obtained an average Human Development Index (HDI) score of 0.713 and is ranked 112th out of a total of 193 countries in the world. This ranking shows the level of competitiveness of Indonesian human resources globally, and it can be said that Indonesian human development is still in a relatively low position compared to other countries. This can be an important note as a basis for developing human resources in organizations, especially in the public sector.

Humans as organizational assets should be managed well by management to be able to improve organizational performance. Human resources are the driving force behind innovation, achieving goals and developing an organization (Kartika & Musmini, 2022). The organization's goals will be achieved if all employees are able to work together and carry out their respective duties and obligations well, so that they can have a positive impact on the company or organization (Utari & Heryanda, 2021). In Indonesia, talent management has received great attention, especially in the public and private sectors to support national competitiveness. Programs such as talent pools and succession planning are an important part of ensuring the sustainability of competitive organizations (Faliza et al., 2025).

Civil servant management based on a merit system by prioritizing talent management is planned as a priority activity to build professional, neutral, integrity-based and high-performance human resources for the civil service to create a world-class bureaucracy (Handayani, 2023). In the implementation of talent management in government agencies, it was recorded that as of January 23, 2025, there were 42 government agencies that had implemented talent management. Of that number, 21 agencies had filled Senior Leadership Positions using a succession plan, while the rest had their talent management policies and systems approved but had not filled Senior Leadership Positions through a succession plan (BKN, 2025). The implementation of talent management in government agencies is still very

rare. In fact, talent management in government agencies is very important for managing the performance of government agencies (Suparman & Soantahon, 2022). Experts such as Boudreau and Ramstad emphasize the importance of measuring the impact of talent management on organizational performance to ensure that investments in human resource development deliver optimal results (Faliza et al., 2025).

This literature study is based on previous research by Järvi & Khoreva (2020) on the role of talent management in strategic management renewal carried out in organizations based in Sweden and Finland. While this literature study focuses on how the application of talent management supports the performance of public sector organizations in Indonesia.

Organizational Performance

Organizational performance assesses how effectively an organization reaches its established targets. This can be evaluated using various indicators such as productivity, efficiency, quality, innovation, customer satisfaction, and sustainability (Suwandi & Setyawan, 2023). Organizational performance is a multidimensional concept related to goal achievement that indicates the organization's capacity to utilize resources effectively and produce outputs that are in line with the goals and interests of stakeholders (Khedr et al., 2024). Everyone in an organization is responsible for its performance. When each person performs well, meets their objectives, and contributes their best, the overall organizational performance will be strong. In essence, an organization's performance directly reflects the performance of its individual members (Rohman et al., 2022). Performance represents the measurable outcomes of a program, encompassing both the quantity and quality of what has been, or will be, achieved in relation to the budget utilized (Wahyuni, 2023). Organizational performance measures how well an organization executes its tasks to achieve its predetermined goals, aligning with its capabilities, programs, policies, vision, and mission (Hamzali, 2022). Organizational performance shows how well an organization has met its goals and how successful its managers or leaders have been in guiding it (Supriyadi, 2023).

Talent Management

Talent management is a strategic and integrated process for identifying, developing, and retaining talented and high-potential employees (Purwanto et al., 2024). Talent management is a fundamental element that supports the success of an organization. Talent management is a strategic approach to managing human resources to ensure that every individual in the organization can develop their best potential optimally. This concept is becoming increasingly relevant in the modern business environment that is full of dynamic challenges, such as globalization, digital transformation, and shifting workforce expectations (Faliza et al., 2025). Talent management focuses on attracting talent, identifying, developing, retaining, and deploying talent to benefit the work organization. Talent management performs functions in human resource management including the following functions (Huliselan et al., 2021):

1. Talent attraction. This process is a crucial part because finding individuals who have a match for the job in terms of skills, knowledge, ability, and have a match with the values in the organization's culture is not easy. In the process of attracting talent, companies can search from external sources of the company. The image of the organization in the form of employer branding is one of the determinants of applicants' interest in applying to the organization.
2. Employee development. Included in this function are employee orientation periods, training and development programs, and performance management (setting standards, assessing and coaching performance). In this function, talent management sees that individuals who have been accepted may not necessarily be able to carry out the performance standards as expected. Thus, talent management carries out the process of identifying capabilities and if it necessary will be given training.

3. Maintenance or retention of talent. In this function, the work organization can consider the conditions of work-life balance, compensation and benefits, maintaining talent or having to replace it, employee and management relations in industrial relations management. This function includes how the work organization provides remuneration and benefits that are in accordance with the needs of the talent it has, and is able to pay attention to workplace wellbeing (physical and mental wellbeing). This means that attention to the physical and mental health of existing human resources will have an impact on the level of productivity.

METHODOLOGY

The research method in this study is a systematic literature review to analyze the implementation of talent management as a strategic step to improve the performance of public sector organizations. This research method is carried out by classifying, reviewing or analyzing information obtained through reference sources such as journals, books, and important data related to organizational performance and talent management, which are then selected systematically. The systematic literature review process is based on the following steps: (1) Formulating research questions; (2) Searching for articles; (3) Collecting articles; and (4) Synthesizing Data.

RESULT AND DISCUSSION

According to Lokhande (2023), talent management is one of the most important drivers of business success and growth. Good talent management can increase an organization's productivity, innovation and competitiveness (Faeni et al., 2023). The research result of Rofi'ah et al. (2022) stated that talent management as an organizational strategy is quite successful, betting on strategic directions and fundamental processes, where talent management allows for adaptation to appropriate changes, in accordance with policies that can strategically improve the productive performance of the organization/company. Research by Almaaitah et al. (2020); Indrayani et al. (2023); and Setyawan (2021) found that talent management has a positive and significant impact on organizational performance. This means that the better the implementation of talent management, the better the organizational performance will be. According to Faeni et al. (2023), by identifying, developing, and retaining talent that fits the needs, organizations can be better prepared for change and competition. This supports the research results of Rožman et al. (2023) which shows that the development of a strategic talent management ecosystem has a positive impact on the development of an agile strategic management ecosystem and leads to higher organizational competitiveness.

Tamunomiebi & Worgu (2020) in their research concluded that the key factor in an organization's effectiveness is its approach to talent management. This is also supported by research by Suryani & Stiawati (2024) that highlights the critical need for talent management to accelerate public organizational transformation. This is because talent management has a broad impact by improving productivity and effectiveness, elevating the standard of public services, sharpening organizational competitiveness, fostering innovation and growth, and ensuring employees are both content and prepared for evolving circumstances. The implementation of talent management strategies for organizations has a positive impact on the organization itself (Mitosis et al., 2021). Research findings by Wolor et al. (2020) also show that since talent management directly impacts organizational performance, Indonesia requires an optimal talent management process to improve how its organizations perform in the face of the Industrial Revolution 4.0.

The research of Sembiring & Damayanti (2023) found that talent attraction significantly boosts organizational performance, primarily because it's facilitated by talent management. In turn, talent management plays a crucial mediating role, indirectly improving organizational performance by aiding in talent retention. The research result of Mujtaba & Mubarik (2022)

show a significant direct impact of talent management on organizational sustainability, as well as a substantial impact of the three dimensions of talent management (acquisition, development, and retention) on organizational sustainability. Soud et al. (2020) in their research results found that organizational performance is heavily impacted by talent management activities such as recruitment, selection, and learning and development.

Based on the results of the study and analysis of information from various related research results, it can be concluded that the implementation of talent management has an impact on improving organizational performance.

Human Resource Management Through Talent Management

One important aspect in achieving organizational performance is the availability of quality and talented human resources (HR). Human resource competence is very important to achieve business performance and sustainability (Diatmika et al., 2022). In the context of increasingly tight business competition, good employee performance can make a significant contribution to the growth and success of the organization (Afriyani et al., 2024). One of the most important parts of an organization's performance and competitiveness is how well its human resources can be utilized, and talent management is one of the tools that can be used to manage human resources well (Rofi'ah et al., 2022).

According to Purnawan et al. (2023) talent refers to the innate abilities and developed skills of employees, which organizations cultivate over time through training and development. This long-term investment aims to enhance employee performance, ultimately driving their contributions to the organization's success. Consequently, every organization has a responsibility to identify and nurture the talents of its workforce. In addition, the placement of employee work positions according to their fields and abilities is very important to be able to assist in the implementation of operational activities so that they can be carried out properly (Santi & Suarmanayasa, 2022).

Head of the Indonesian Civil Service Agency, Professor Zudan Arif said that talent management aims to identify, develop, maintain, and place the best civil servant talents in government agencies so that it can have a positive impact on improving agency performance (BKN, 2025). Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020 concerning State Civil Service Talent Management, it is stated that in determining a person's potential level, eight components of potential aspects are used, including intellectual ability, interpersonal ability, self-awareness, critical and strategic thinking skills, problem solving skills, emotional quotient, fast learning ability and self-development (growth mindset), and talent motivation and commitment (grit).

The Role of Talent Management in Strategic Renewal and Organizational Sustainability

In times of strategic renewal, talent management plays a crucial role by fostering an environment where employees can take initiative and identify themselves as potential change agents. It also focuses on developing talented individuals to effectively fulfill these roles. Specifically, within strategic renewal, the talent management process involves identifying crucial business projects, choosing skilled employees to execute them, and creating essential new roles for organizational renewal. Talent management is crucial for successful strategic renewal, as it enables organizations to effectively manage talented employees who can be leveraged as vital resources. It helps organizations navigate challenges by cultivating employees capacity for risk-taking, uncertainty, and innovation. When carefully applied, talent management can significantly boost an organization's economic value and contribute directly to its strategic renewal efforts (Järvi & Khoreva, 2020). The seven core functions of talent management, namely talent planning, talent identification, talent attraction, talent

acquisition, talent development, talent placement, and talent retention, form a talent management system that influences each other and operates as a cycle through their respective strategies in identifying, formulating, and achieving business goals, such as improving organizational performance and sustainable competitive advantage (Yildiz & Esmer, 2023). By understanding and implementing talent management effectively, organizations can create sustainable competitive advantages while driving growth and innovation across their various operational lines (Faliza et al., 2025).

By offering valuable strategies and insights, talent management enhances how an organization performs. It's also key to spotting highly skilled employees and developing them to become future leaders. The goal isn't just to identify and focus on talented individuals, but to ensure their development aligns with the organization's vision and mission, leading to organizational prosperity and sustainability (Aina & Atan, 2020).

Talent management is important for every work organization to maintain the sustainability of the organization. This can be explained because through good talent management, the work organization has high-performance employee talents to support productivity and achieve organizational goals. This talent management has become an integral part of modern business and is an important management function. Talent management will provide a positive contribution to the work organization including the following things (Huliselan et al., 2021):

1. Can put the right person in the right place and at the right. The method is to make clear job analysis and what competencies are expected from a job. Talent management then maps by looking at the competencies of existing human resources as an inventory of abilities and skills in the organization. This mapping includes the right recruitment process according to needs so that people who occupy certain roles will indeed produce good performance and in accordance with the values of the organization's work ethic. Talent management also provides alignment of individual requests for the roles carried out to ensure work motivation and regarding their interests and work abilities.
2. Retaining individuals with high talent. In today's highly competitive era, it is not impossible for talented or high-performing individuals to have the possibility of moving to another company if not managed properly. Talent management helps map individual employees in developing their abilities through learning provided by the organization, making career plans, and motivating growth, as well as individual welfare. Many cases show that organizations that are unable to retain their best talent are at risk of losing competitiveness in similar industries.
3. The decision to carry out more professional development. When the organization understands and knows who in the existing human resources has high potential and can be developed professionally, it will help make the right human resource investment decisions. The company's concern for high-potential employees will make them more motivated and willing to commit to working more positively. Employees feel confident about their future in the work organization. The company also benefits, namely being able to prepare executive positions and internal succession more smoothly because it obtains internal candidates who have adapted to the organizational culture.

Talent management as an organizational strategy enables adaptation to change and consolidation of appropriate fundamental processes, in accordance with its policies, structures, and objectives, strategically improving the organization's productive performance (Rofi'ah et al., 2022). When done effectively, talent management can create long-term organizational success (Putranto et al., 2022).

Urgency of Talent Management Implementation to Support Public Sector Organizational Performance

The mobility of labor is very high, not only across national borders, but even internationally, making the issue of talent management very important because many organizations and countries compete for talented employees (Wolor et al., 2020). Organizations recognize the necessity of securing top talent to thrive in today's fiercely competitive and intricate global economy. Talent management is crucial for two primary reasons: first, it enables organizations to successfully acquire and retain essential talent; second, it impacts the degree to which these employees are engaged within the organization (Singh, 2021).

Poor public services from government officials have damaged the government's reputation. People who interact with the bureaucracy often complain and feel let down by the services they receive. Many still view bureaucratic performance negatively. The services are often overly complicated, with justifications that the public finds unacceptable, leading to ineffective and inefficient outcomes (Bagia et al., 2021; Damayanti et al., 2019). Moreover, government agencies that provide public services are sometimes the only organizations that can be used by the community to meet their needs for something so that maximum performance must be realized (Ningsih & Heryanda, 2024). Therefore, Indonesia needs to improve the quality of governance in all aspects, and strengthen its commitment to improving the quality of human resources (Sodiq, 2024).

Improving the quality of governance in Indonesia can be realized through good talent management. The concept of talent management is very urgent to be implemented immediately in both government and private organizations in order to find talented talents who have global competitiveness that will bring the organization to progress (Handayani, 2023). This supports the statement of Wolor et al. (2020) in his research which states that organizations must implement talent management for their employees to propel the company towards optimal performance in a highly competitive market. Talent management is not something excessive to do considering its impact on increasing productivity, profitability and stable company growth over time (Purnawan et al., 2023).

CONCLUSION

Effective implementation of talent management in the public sector is essential to create long-term organizational performance success and as a strategy to prepare competent civil servants in facing the complexity of bureaucracy in the future. Through talent management, potential civil servants are given wider opportunities to develop their abilities, including opportunities to occupy strategic positions in the organization. It should be realized that civil servants have an important role in realizing good governance. Therefore, talent management is implemented to provide opportunities for talented civil servants to develop their careers and fill positions that are in accordance with the needs of the agency, which will ultimately contribute to optimizing organizational performance in providing excellent service to the community.

Improving the quality of Indonesian human resources can be done through a triple helix partnership by strengthening collaboration between the government, higher education, industry or which can be in the form of a strategic collaboration program to create competent human resources. In this case, the Civil Service Agency as the authorized agency in managing civil servant management needs to provide technical assistance for the implementation of talent management on a massive scale to government agencies. In addition, it is necessary to prepare clear guidelines and standard operating procedures (SOPs) as well as intensive socialization, participatory approaches, and open communication to build understanding and support from all stakeholders related to the development and implementation of talent

management, as well as conducting regular monitoring and evaluation to ensure uniformity and quality of talent management implementation, so that it will later have an impact on improving organizational performance. Government agencies need to ensure their work unit leaders and personnel managers are more committed to employee development. They should take a proactive role in coordinating and implementing talent management strategies.

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