

HUMAN RESOURCE TALENT MANAGEMENT IN THE PUBLIC SECTOR

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Received : 16 June 2025

Revised : 28 June 2025

Accepted : 21 July 2025

Published : 17 August 2025

DOI : <https://doi.org/10.54443/ijebas.v5i4.3025>

Publish Link : <https://radjapublika.com/index.php/IJEBAS>

Abstract

This study discusses the application of talent management in the context of public sector organizations using the theoretical framework of the Social Exchange System (SET). Through a literature review and a qualitative approach, the study highlights the importance of effective talent management strategies, including the fulfillment of psychological contracts and a supportive organizational culture, to improve the performance and retention of qualified employees. The results show that the success of talent management depends on the strategic mindset of talent managers who prioritize the process of recruiting, identifying, developing, and maintaining positive relationships with the talented workforce. Research recommendations include the development of an integrative model that combines these factors and the need for further studies in other sectors such as SOEs and companies listed on the IDX. These findings confirm that a comprehensive talent management approach can address public sector challenges such as workforce shortages and early retirement, thereby improving organizational performance and service quality.

Keywords: *Talent Management, Human Resource, Public Sector*

1. INTRODUCTION

Human resource management has become an integral part of today's competitive world. In this case, it can be seen from the latest Human Development Index (HDI) report released by the United Nations Development Programme (UNDP) on global human resource management, Indonesia's position in 2023/2024 is 112th out of 193 countries with a value of 0.739. This position shows that Indonesia's human competitiveness is viewed from a global perspective, and it shows that human development in Indonesia can be categorized at a medium level when viewed from this rating. The rating is also very important information as a basis for human resource development in the organization. Today, managing human capital efficiently and effectively leads to the progress and development of an organization, but without proper human resource planning, the progress of an organization is indeed difficult to achieve. The quality of management in the public sector has attracted great attention in many countries around the world (Harsch & Festing, 2020; Hassanein & Özgüt, 2022). It is common to have concerns based on the perception that public sector organizations are organizations that are often considered unattractive to qualified managers. Most of these managers prefer to work in the private sector or large corporations (Coulson-Thomas, 2012; Schlechter et al., 2014). Meanwhile, the task of public organizations is to maintain social order and provide a legal system and justice for the people.

Human resources (HR) are one of the valuable assets for the organization. Human resources are the driving force of the organization that is able to realize organizational goals. By doing good HR management, the existence of the organization can be maintained. This is because HR management functions to manage and develop the quality of human resources in accordance with organizational goals. To form a quality organization, HR actors in companies compete to find and retain quality human resources. Finding quality talent is very important for organizations in this era (Ulrich & Allen, 2014; Thunnissen & Buttiens, 2017). However, managing human capital efficiently and effectively leads to the progress and development of an organization, but without proper human resource planning, the progress of an organization will be difficult to achieve. This condition is certainly quite worrying for many MSDM actors in various companies. Because losing employees is normal and costs for every organization. With this reality, the costs associated with losing talented employees are much higher. To overcome this problem, generally various organizations implement talent management as a means to retain and recruit quality human resources in the market. Talent Management is increasingly identified as a critical success factor and has become the most important managerial interest in this uncertain and highly dynamic 21st century market environment (Khoreva et al., 2017; Mensah, 2019). Investment in talent management is also able to make a

difference in the organization. Organizations that invest in talent management are seen to be able to outperform industry peers who have not yet implemented Talent Management (Ringo et al., 2008; Narayanan et al., 2019). From the description mentioned above, it leads to an important question in this study that is believed to be an important contribution to the human resource talent management literature on what and how public organizations do something that encourages organizations to be more focused on attracting, recruiting, developing, and retaining the right people to drive such rapid organizational growth.

2. LITERATURE STUDY

2.1 Talent Management

Talent management is one of the company's strategies that specifically handles human resource management. The philosophy of talent or talent can be defined as the fundamental assumptions and beliefs about the nature, value, and role of talent possessed by the key decision-makers of an organization (Meyers & Woerkom, 2014). In other words, the talent philosophy captures how senior managers (HR) define talent, who they consider talented, how valuable employees are to be talented, and how they think talented employees should be deployed to maximize performance. Thus, the philosophy of talent resembles a mental model that has been widely researched in the fields of cognitive psychology and cognitive science. Talent management starts from the stage of searching, approaching, selection, training, development, coaching, promotion, and transferring employees, according to the company's business operational needs.

From these various literatures, the talent management process of public organizations is carried out to ensure a transparent and accountable process to obtain superior talent (Kravariti & Johnston, 2020). In general, the public sector MT process goes through four main stages, namely 1) identification of strategic/critical positions of the organization and talent needs in order to determine strategic positions that must be filled with talent; 2) the recruitment and selection process of talent through various psychological tests to measure potential and assessment centers to assess managerial competence, as well as interviews with organizational leaders. At this stage, employee mapping is carried out by placing employees into 9 employee boxes based on the selection results; 3) Placement and development of talents in accordance with talent-roles organizational assignments. In addition, the students will get competency development, both classical and non-classical; 4) Evaluation and coaching of talents to assess the performance and contribution of talents to the organization. The evaluation process is carried out thoroughly with 360-degree feedback evaluation instruments. The goal of talent management implementation is to ensure that the right employees are in the right position in HR management in government organizations including finding talented people, building appropriate skills and providing appropriate rewards (Basuki & Ramadhania, 2021; Cooke, 2021; Dwiputrianti et al., 2023, 2024; Fauzian & Maryati, 2022; Maulida & Musdalifah, 2022; Mustamin, 2023).

In this increasingly complex and competitive era, organizations must effectively utilize their human resources. Employees who are eligible to be included in the succession plan group are called talents. Research conducted by (Kozjek & Franca, 2020) says that It would be more appropriate to identify a person in the public sector as talented after a certain period of time, when he or she has demonstrated tangible results based on what is believed to be more professional and/or more effective than others. To find, motivate, and retain high-quality employees, companies use a talent management approach. This approach considers three things: recruiting, retaining and developing employees. During the hiring process, an effective approach must be applied to attract suitable employees. Organizations can identify the most talented workers and put them in positions that match their interests and skills, resulting in effective talent management.

Effective talent management requires continuous development of employees through education, training, and other development opportunities (Yani & Saputra, 2023). Research conducted by Núñez et al. (2024) states that there is an improvement in service quality with the implementation of talent management, Talents that are well managed can help improve the quality of services provided by public organizations. For example, through proper training and development, employees can have the skills and knowledge necessary to provide better services to the community. Effective talent management can improve the quality of public services. Summarizing the various discussions on talent management, it can be concluded that talent management is a multi-faceted concept that has been championed by human resource practitioners, driven by talent competition and built on the foundation of strategic human resource management (Hughes & Rog, 2008).

2.2 Talent Management Mindset

The implementation of a talent management architecture is greatly influenced by the way talents think about both individual and organizational circumstances which are referred to as talent mentality or talent mindset (Mahfoozi et al., 2018). This is the main determining factor of any implementation process and an organization. Talent management is a mindset to strengthen people's compatibility with the organization and to ensure that all workers perform and are able to work (Garavan et al., 2012; Morley, 2007; Walker & LaRocco, 2002; Mahfoozi

et al., 2018). A talent management mindset arises from a deep thinking that talented individuals in an organization outperform their competitors.

The clear results of trust are seen in the actions of managers to fortify their talent pools, which implies that the talent management mindset is associated with desired outcomes (talent performance and retention) (Mahfoozi et al., 2018). Other studies indicate that poor talent management produces negative effects on executive commitment and leadership scarcity. It is also complemented by the literature that the success of talent management strategies depends on the mindset of line managers and executives. Thus, it is hypothesized that the talent management mindset is a trigger for all talent management competencies (Mahfoozi et al., 2018). Some researchers have tried to expand their studies on key elements that include the talent management mindset (McCauley & Wakefield, 2006; Mahfoozi et al., 2018). These processes contribute to the process of recruiting, developing, retaining, and motivating human resources (Luna-Arocas, 2011). Thus, building and maintaining two-way communication channels (Gaylard et al., 2005; Mahfoozi et al., 2018) are key to retaining quality employees (Levin & Rosse, 2001; Mahfoozi et al., 2018). From the results of this study, it can be concluded that there are four main components of the talent management mindset, namely: talent attraction, which must be adjusted to organizational values (Stahl et al., 2012); talent identification, which means differentiating in several categories based on their talent level (Mahfoozi et al., 2018); talent development, which requires feedback on potentials and competencies in the organization (McCauley & Wakefield, 2006; Mahfoozi et al., 2018); maintaining positive relationships, which means the development of effective working relationships with employees (Gaylard et al., 2005; Mahfoozi et al., 2018).

2.3 Talent Management in Public Organizations

Many countries around the world have questioned the quality of public sector management (Harsch & Festing, 2020; Hassanein & Özgüt, 2022). Most high-quality managers prefer to work for large companies or the private sector rather than in public organizations (Coulson-Thomas, 2012; Schlechter et al., 2014). Maintaining social order and providing a system of law and justice is the responsibility of public organizations. To provide public goods or services to the public, public organizations need efficient and effective human resources. More public organizations from various sectors are now focusing on high-quality services (Novira et al., 2020; Pramuditha & Agustina, 2022; Ramseook-munhurrin et al., 2010). The implementation of talent management in public sector organizations has its own urgency.

The implementation of talent management in the public sector can have a positive impact on organizations, employees (Vlădescu, 2012) and beneficiaries of public services (Kravariti & Johnston, 2020). Talent management can be a driver of effective reform and change (Reilly, 2018; Thunnissen & Buttiens, 2017). Another benefit is that the public sector can meet the needs of employees with personal values, which may not be possible in a private sector work environment (Thunnissen, 2016). In recent years, the public sector in Indonesia has begun to move out of the comfort zone with the issuance of the ASN Law and Talent-Based Human Resources Management (Situmorang et al., 2021). For public organizations, talent management is something that needs to be considered because of the many challenges faced by the public sector where these challenges have never occurred in the past. Budget cuts, simplified organizations/positions and the increasing demands of effective and efficient services (Clarke & Scurry, 2020).

To describe talent management as an organizational structure that is able to adapt to change, talent management is considered a planning method and a tool for organizational change (d'Armagnac et al., 2022). The results of the study from (Bag et al., 2024) explain the influence of talent management in increasing organizational competitiveness. By focusing on talent management, public organizations can strengthen their position in the competitive competition that distinguishes the organization from others. With similar organizations. Superior talent can be a competitive advantage that sets the organization apart from others. Thus, the best talent from a public organization must be managed thoroughly. To achieve the expected goals, good national talent management planning is needed. In addition, public sector organizations will face major challenges, such as a significant wave of retirements from baby boomers and generation X, as well as the tendency of younger generations to be disinterested in participating in public sector activities. Ultimately, public sector officials are concerned that this will deter the most talented young talent from working in the public sector (Acheampong, 2021). Well-managed talent can improve the overall performance of public organizations. By placing the right individuals in the right position that suits their talents and potential, organizations can achieve goals more effectively and efficiently. This is in line with the research results of Exadaktylos et al. (2024) which explain that there is an increase in efficiency and productivity. With effective talent management, public organizations can identify and develop superior talents in it. This can lead to increased efficiency in the execution of tasks and increase overall productivity. By implementing good talent management practices, the government can ensure that civil servants have the qualifications, skills, and motivation to meet the demands of their duties and responsibilities and effectively achieve the goals of better development and public service. Based on the

merit system criteria, the implementation of talent management is one of the requirements for the merit system that must be implemented by all government agencies, including at the local government level. Talent management is a comprehensive and dynamic process to manage and develop a group of people with the best potential according to the position held or intended in the organization through identified and integrated development. This aims to ensure the availability of talent supply to align the right people with exemplary work at the right time, based on the organization's strategic goals.

2.4 Human Resources

There are a number of theoretical frameworks used in talent management studies. Frameworks that are frequently used in the academic literature include the Resources-Based View (RBV), international human resource management (HRM), employee testing, and institutionalism, among which RBV has proven to be the most dominant theoretical framework (Gallardo-Gallardo et al., 2005; Narayanan et al., 2019). Considering employees as a source of sustainable competitive advantage is a key principle of RBV in talent management. It is intangible assets such as proprietary intellectual property, winning brands, and innovative ideas that have become the main source of competitive advantage for organizations (Michaels et al., 2001; Narayanan et al., 2019). This school of thought is referred to as strategic MSDM which is premised on RBV (Wright et al., 2001; Narayanan et al., 2019).

An organization's human resources meet all the criteria for organizational resources that are able to create a sustainable competitive advantage (Wright et al., 1994; Narayanan et al., 2019). Organizational renewal involves investing in human resources so that employees have new competencies and skills that are needed in an effort to achieve organizational goals (Hanif, 2021). Professionals from human resource management (HRDM) explain that talent management, which is defined as the process of organizing to meet the needs of talent that a person has in a strategic job (Cappelli & Keller, 2014). This process is one of the biggest challenges facing organizations in the 21st century (Ashton & Morton, 2005). Previous findings revealed that it is generally assumed that there are 3 to 5 percent of all employees in an organization (Baker et al., 2006; Garavan, 2007; Garavan et al., 2012). Of course, not all human resources in an organization meet these criteria, except for a group of qualified talent. A group of talented employees with high performance and potential can be a source of continuous competitive advantage for the organization. The literature on strategic HR management argues for the positive influence of workforce differentiation at the organizational level (Becker & Huselid, 2006; Narayanan et al., 2019), especially in achieving strategic organizational goals. However, there are several implications at the employee level as a differentiator made among employees, especially in strategic jobs. Moreover, a differentiated workforce strategy may directly make variations in the rewards and benefits that employees get and as a record for various employee reactions (Gelens et al., 2013; Narayanan et al., 2019). Just as employee reactions to workforce differentiation describe the exchange of relationships between employees and organizations, Social Exchange Theory (SET) is used to explain the basis of relationships.

Based on three fundamental ideas, called rules and norms of exchange, exchanged resources, and emerging relationships, SET is considered one of the most prominent paradigms in organizational behavior (Cropanzano & Mitchell, 2005; Narayanan et al., 2019). When organizations take care of employees, exchange relationships develop. This will bring about a positive exchange of employees, which will later lead to profit consequences. The SET framework is used to predict the outputs of the MSDM employee level such as employee motivation, employee commitment, and intention to stay (Gould-Williams & Davies, 2005; Narayanan et al., 2019). In a similar statement, SET has been frequently used in the talent management literature to explain its influence on psychological contract violations, perceived organizational fairness, and job satisfaction (Gallardo-Gallardo et al., 2015; Narayanan et al., 2019). In the context of organizational practice, HR planning plays an important role in ensuring the recruitment of a qualified workforce that is in accordance with the needs of the job. HR planning is a process that involves predicting the condition and needs of an organization's human resources at the present and future, with the aim of preventing a shortage or excess of human resources with certain qualifications to achieve organizational goals (Wirawan, 2015). Mistakes in hiring workers can have a detrimental impact on the company, both materially and nonmaterially. However, with proper HR planning, employee performance can be improved, and the positive impact on the company's performance in the future can be felt.

3. RESEARCH METHODOLOGY

The purpose of this article is to review and synthesize the available literature related to dynamic capabilities so that they can contribute to the understanding of Human Resource Talent Management in the Public Sector. Therefore, the author uses the literature method on related topics to show that the qualitative method is the most appropriate literature review. This research is categorized as library research, which is a series of research related to the method of collecting library data, or research whose research object is explored

through various literature information (books, encyclopedias, scientific journals, newspapers, magazines, and documents). The focus of this literature review is on the thematic review. Thematic reviews of literature are organized based on topics or issues, not the development of time by reviewing various theories, laws, postulates, principles, or ideas used to analyze and solve formulated research questions. The nature of this research is descriptive analysis, namely the regular decomposition of data in the form of previous literature that has been obtained, then additional understanding and explanation are given so that the subject can be better understood by the reader. The data that was successfully collected in this literature review is data in the form of previous literature, both in the form of scientific journals that have been successfully identified and collected that contain conceptions of talent, talent management, human resource management and important thematic issues of talent management in the public sector.

4. RESULT AND DISCUSSION

The implementation of Talent Management is one of the company's strategies that specifically handles human resource management. Talent management is meant to improve organizational performance by recruiting and retaining talented employees. Public sector organizations that are responsible for the interests of the wider community are required to implement talent management in order to adapt to the times. However, along with the times, getting quality talent is not an easy matter. In the era of the industrial revolution 4.0 like today, a strategy is needed to recruit and retain quality talent.

In addition to the challenges of finding a superior workforce, the implementation of talent management is not necessarily able to increase employee retention rates. The application of talent management is closely related to various factors ranging from organizational culture, leadership commitment and others. Organizational culture, leadership commitment and others. For this reason, it is necessary to describe the influence of variables related to talent management in a theoretical framework. By using this theoretical framework, an optimal model can be found to apply talent management to public sector organizations. In public sector organizations, this study states that a combination of a focused mindset and talent management strategies and the fulfillment of psychological contracts are recommended to achieve successful talent management practices. Psychological fulfillment is recommended to achieve successful talent management practices in public sector organizations.

Although this study draws references from 15 literatures, there are still limitations that can be used as a reference for further research. The next research is expected to test the recommendations from this study to create empirical and relevant results. The scope of this research is focused on the application of human resource talent management in the public sector. Thus, it is necessary for further research to conduct a review of organizations in other sectors such as companies listed on the IDX and companies in SOEs.

5. CONCLUSION

Talent management is a crucial strategy in human resource management, especially in the public sector which faces great challenges in terms of effectiveness, efficiency, and quality of service. In the context of public organizations, the implementation of talent management is not only important to attract and retain competent employees, but also to respond to the dynamics of global change and the ever-evolving demands of society. This study shows that the success of talent management is greatly influenced by a supportive managerial mindset, a conducive organizational culture, and the fulfillment of psychological contracts between the organization and employees. Integrating the Resources-Based View (RBV) and Social Exchange Theory (SET) approaches in talent management strengthens the argument that superior human resources are strategic assets that can generate sustainable competitive advantages for public organizations. Thus, it is necessary to plan and implement a talent management strategy that is comprehensive, systematic, and based on the real needs of public organizations. This study also suggests that follow-up studies be carried out empirically to test the models and recommendations that have been formulated, as well as to expand the scope of other sectors such as private companies and state-owned enterprises, in order to enrich the literature and talent management practices in Indonesia.

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