



Talent Management and Public Service Optimization (Literature Study)

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Abstract

This research is a literature study that aims to analyse the role of talent management in supporting the optimisation of public services. Talent management is seen as a strategic approach to ensure the availability of quality human resources in the bureaucracy, through the process of identifying, developing, and retaining high-potential individuals. In this study, literature was added through a systematic search process using scientific databases such as Google Scholar and ResearchGate, with the keywords "talent management in the public sector," "bureaucratic reform," and "public service performance." The selected literature includes indexed international journals and e-books published from 2020 to 2025 to ensure relevance and topicality. This study highlights that the implementation of effective talent management can improve the performance of public organizations, encourage innovation, and strengthen the accountability and responsiveness of services to the public. However, the success of its implementation is greatly influenced by the commitment of the leadership, a competency-based management system, and a supportive organizational culture. This study also identifies challenges in the implementation of talent management in the public sector, such as limited regulations, political intervention, and a lack of integration with strategic planning. Thus, talent management is a vital foundation in bureaucratic reform to create more professional, effective, and community-oriented public services.

Keywords: *management, management talent, public service*

INTRODUCTION

Currently in the midst of the era of rapid globalization, organizations face increasingly complex challenges. Therefore, a responsive, targeted, effective, efficient work environment is needed, and supported by quality human resources (HR) to support the smooth operation of organizations and companies. HR has a crucial role in every business activity and public service because it directly affects the decisions taken and the results achieved (Berman et al., 2021).

Humans are the most important resource in an organization because they play a role in forming core competencies, providing competitive advantages, and supporting the achievement of organizational goals and vision and mission. Therefore, optimal human resource management is a must for organizations (A. S. Dewi & Yandri, 2021; Hasina & Satyadharma, 2023).

The quality of public service to be fixed is one of the main agendas in bureaucratic reform. The digital era make the challenges for government agencies, and increasing demands from society so the government agencies are required to have professional, adaptive, and innovative apparatus (Hutahaeen, 2024; Lips, 2019). This is where the importance of implementing talent management in the public sector environment lies. Public services are a series of activities carried out by government agencies to answer the needs of the community (Chapman, 2024). The main challenges in managing public services today reflect the dynamics of rapid social and technological change. Increasing public expectations demand more responsive, transparent, and quality services. The development of digital technology requires government agencies to adapt to more sophisticated and efficient systems, such as e-government and application-based services (Gong et al., 2020).

Figure 1 Forms of Public Service



Source : Department of Transportation of Southeast Sulawesi Province (2024)

Talent management is not just human resource management, but includes a systematic strategy to attract, develop, retain, and utilize employees with the best potential in achieving organizational goals (Rosyafah & Pudjowati, 2024). Collings and Mellahi (Ramadhan, 2024) said

that talent management is a strategic approach in human resource management to support the achievement of the organization's vision and mission. This process includes HR needs planning, recruitment, training and development, to retention of potential employees. Talent management is the main key to successful leadership, because employees who excel are able to achieve targets and provide optimal contributions in realizing organizational goals (Putranto et al., 2022).

Talent management in public sectors plays a crucial role in forming a professional, competent and integrated apparatus (Haziroh et al., 2023). Effective talent management enables the identification, development, and retention of talented employees who are able to adapt to the dynamics of public service (Dixit, 2021; Ostrovska et al., 2025). Apparatus managed with a talent management approach will be more motivated, have appropriate competencies, and be performance-oriented (Varshney, 2020). This encourages the creation of quality, fast, transparent, and accountable services, as demanded by modern society. Therefore, investment in talent development is not just an administrative need, but a key strategy in improving bureaucratic performance and good governance.

Although various studies have highlighted the importance of talent management in improving bureaucratic performance and the quality of public services, there remains a gap in understanding how talent management policies and implementation in the public sector adapt to the challenges of the digital era and the dynamics of government organizations. Previous research has focused more on the private sector, while the public bureaucratic context has unique characteristics such as strict regulations, a hierarchical work culture, and limited resources. Therefore, an in-depth study is needed to examine the effectiveness of talent management strategies in a modern, digital-based bureaucracy.

This study aims to analyze the application of talent management to support the optimization of public services in the digital era, with a focus on strategies for developing, retaining, and utilizing competent and integrated personnel. It also aims to identify key factors for successful talent management implementation in the public sector, including leadership roles, policy support, and digital-based systems.

METHODS

This research employed a literature study method with a literature review approach, using a narrative review as the preferred model. This approach involved comparing and analyzing information from various leading international journal articles indexed by Google Scholar and several e-books from 2020 to 2025. The number of research were 7 journals. All data was then summarized and synthesized based on relevant theories, available models, and the author's experience in understanding the research topic.

The data analysis stages in this study include four main steps: (1) identification of relevant literature sources based on the topic of talent management and public services, (2) critical evaluation of the quality and credibility of each article, (3) thematic synthesis to find patterns, relationships, and differences between studies, and (4) drawing conclusions based on the integration of theories, conceptual models, and empirical findings. This process ensures that the results of the analysis are comprehensive, valid, and contribute to the development of public management science.

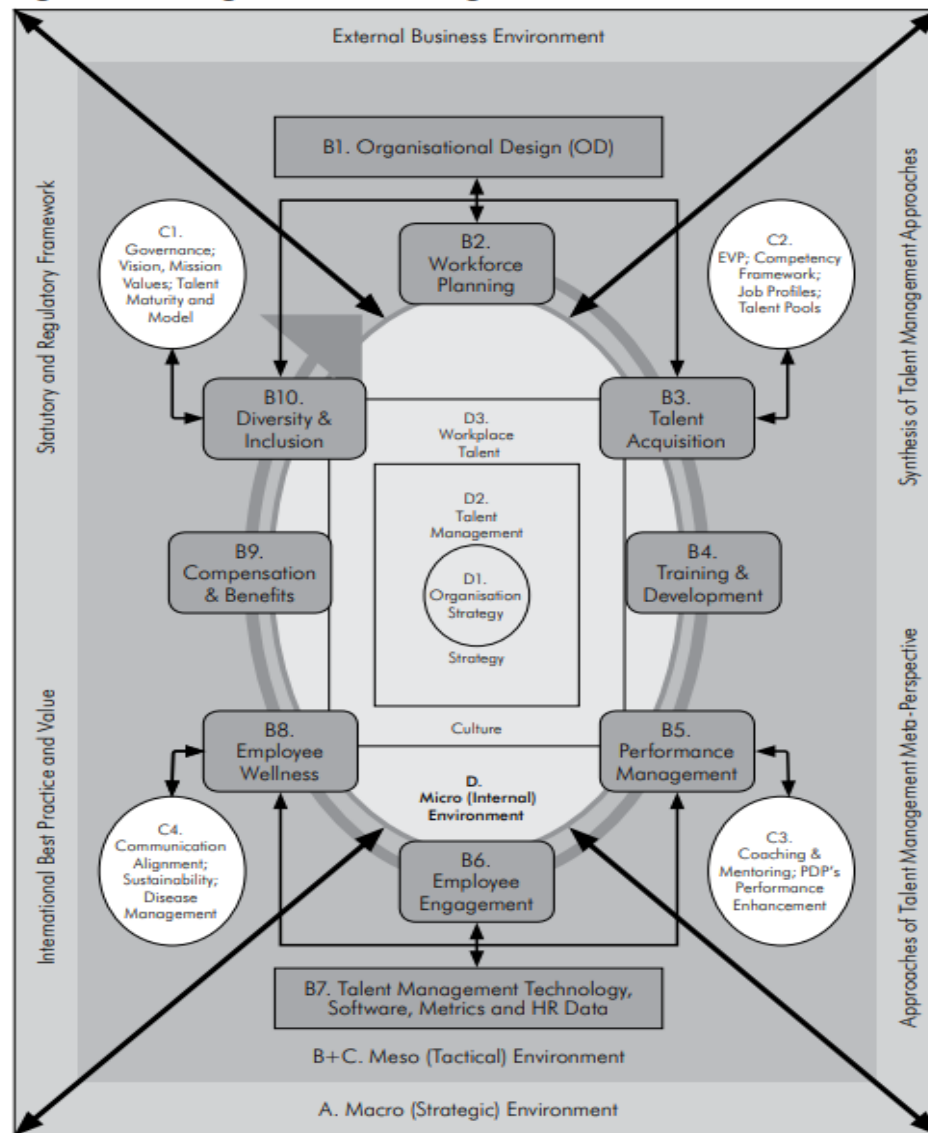
RESULT AND DISCUSSION

The research conducted by Luna-Arocas & Lara (2020). This study investigates the effect of TM on public service performance (SP) and examines the mediating role of affective organizational commitment (AOC). The results showed that AOC acted as a full mediator in the relationship between TM and SP. This study was cross-sectional and took into account the potential for common method bias. These findings highlight the importance of improving service quality through more adaptive, less bureaucratic, and more responsive employee management to client or community needs. With the limited research with same focus, the study makes a significant contribution to the development of academic studies and practices in public administration.

The next research was conducted by Rachmawati et al. (2023). Based on the results of research at the Regional Civil Service Agency (BKD) of Semarang Regency, a value system has been implemented as a basis for work ethics, such as politeness, friendliness, and communication that reflects the nation's noble values. These values encourage the creation of a participatory and democratic work atmosphere, so as to be able to generate and maintain employee work motivation. Strengthening discipline is one of the key factors in efforts to develop institutional capacity at the BKD of Semarang Regency, which is supported by the implementation of Government Regulation Number 53 of 2010 concerning Employee Discipline. This regulation allows for stricter supervision and the imposition of stricter sanctions. To support the institutional capacity development program, adequate budget support is needed for the implementation of various organizational activities. This study uses a descriptive method with a qualitative and conceptual approach, and relies on secondary data as a source of information. The analysis was carried out descriptively qualitatively, while conclusions were drawn using a deductive approach, namely drawing conclusions from general to specific things, especially regarding the influence of talent management on government institutions. Organizational capacity development requires a long time and ongoing commitment from all parties involved. In the context of talent management development in both the public and private sectors, collective commitment is the main foundation that must be continuously maintained and improved. This commitment is not only imposed on decision makers, but also includes all elements of the organization. The important role of this collective commitment lies in its function as the main basis for designing activities and setting common goals.

Suparman & Naibaho (2021) research focus to the study of talent management in local governments (East Borneo and North Borneo province). The research in public institution was rare and less popular than research on similar practices in business organizations. This article aims at exploring to what extent the readiness of the Human resources management (HRM) agencies at East Borneo and North Borneo province in implementing the current talent management (TM) policy. The results of the analysis show that stakeholders' understanding of Talent Management (TM) policies is adequate, with implementation plans in line with established policies. The approach to implementing TM in both regions tends to prioritize a strategic-systemic approach rather than a micro-individual approach, both in the employee selection stage based on talent criteria such as potential, performance, competence, and ethics and integrity, as well as in providing competency development programs tailored to talent needs.

Figure 2 An Integrated Talented Management Moder for The Public Service



Source : Lee & Van der Waladt (2020)

The next research was conducted by Lee & Van der Waladt (2020) where in this study reviews the role of talent management in strengthening the capacity and potential of employees to create productive and high-quality performance. This is seen in the South African Public Service sector, the human resources function is generally responsible for ensuring the continued recruitment of competent, dedicated and high-performing civil servants. This responsibility also includes maintaining a talent pool through activities such as workforce planning, training and skills development, mentoring and coaching, career development, performance evaluation, reward and recognition, and maintaining overall employee well-being. However, recent official reports indicate that a number of government agencies are facing serious problems related to the management of their employee talent. This article presents the results of an empirical study conducted in the Western Cape Provincial Government to assess the existence and effectiveness of talent management policies and practices implemented. The research findings indicate that the implementation of the talent management has not been carried out in a coordinated and integrated manner. To address these problems, this article offers an integrated talent management model for the Public Service sector (Figure 2)..

Other research related to this problem topic has been conducted by (Rifai et al., 2023).. This study aims to analyze the factors that influence the success of talent management implementation in the Ministry of Finance and to assess employee perceptions and priorities related to talent management development. This study uses a descriptive approach and Importance Performance Analysis (IPA) analysis techniques. The results of the study indicate that organizations need to provide motivation and facilities that allow employees to adapt to changes that occur in the organization. In addition, it is important to provide equal opportunities for all employees to develop, develop human resource (HRD) competencies in order to overcome challenges in talent management, and provide complete information related to talent management. The performance indicators that need to be improved are providing equal opportunities for all employees to develop. In the context of talent management, the principle of providing equal access to every employee for career development opportunities is crucial. This ensures that all individuals, regardless of position or background, have an equal opportunity to improve their skills and potential. Thus, employee motivation can increase, which ultimately has a positive impact on the overall performance of the organization.

The study was conducted by (I. A. R. S. Dewi, 2020). This study sees that Talent Management is one of the performance criteria in the management of State Civil Apparatus. This study attempts to analyze talent management in realizing leaders who have high performance, especially in the Bali Provincial Government. The study found that the Bali Provincial Government has implemented talent management since the planning stage, recruitment, competency development, career development, placement in positions, and talent pool management as part of the succession strategy to filling the Pratama High Leadership Position (JPT). This entire process is carried out in accordance with the provisions of applicable laws and regulations, with the ultimate goal of creating leaders who have superior performance and strong character that reflects social and cultural values. However, in the implementation of talent management, there are still obstacles caused by the limited expertise of civil servants in implementing merit-based Civil Servant Management, limited opportunities to participate in competency development, and leaders of organizational units or regional apparatuses have limited time for career development of civil servants in their environment.

The Research conducted by Fauzian et al. (2024). This study explores the implementation of digital talent management for state civil servants through a case study approach and focuses on West Java Province. This study uses a qualitative approach, with data collection techniques in the form of in-depth interviews, direct observation, and document reviews to understand the dynamics of talent management in the context of government. The results of the study emphasize the importance of talent management in creating a meritocracy-based system, supporting fair and objective employee placement in strategic positions. The implementation strategy includes a series of stages that show the benefits of a digital approach, such as the formation of a comprehensive and measurable talent database. This digital transformation not only strengthens HR management but also encourages efficiency and objectivity in bureaucratic operations..

Based on the results of a review from publication of talent management in government institutions or agencies from 2020-2024 from abroad and in Indonesia, shows that there has been a change in thinking regarding the increasing importance of implementing talent management in government agencies that provide public services.

In several reviewed literatures, it is shown that more and more public agency leaders believe in the importance of a talent management system for employees in their environment, especially in relation to increasing work motivation, encouraging increased work contributions in optimizing public services and encouraging employee satisfaction in working to serve the public (Ismail, 2023).

The literature review conducted also believes that there is a need to create and form talented employees who are expected to be able to drive change and create transformation in public services that are in line with changes in thinking in many public agencies in recognizing the potential of talented human resources that enable organizations to strategically encourage human resources so that they are able to support optimal public services today (Basuki, 2023; Kusumaryoko, 2021).

Based on the literature reviewed, the implementation of talent management in government agencies needs to be directed at strengthening thematic structures such as leadership and talent identification, employee development frameworks, and the use of digital platforms for competency management. Leadership plays a crucial role in recognizing the potential of civil servants, while development frameworks ensure continuous skill improvement. Digital talent platforms facilitate performance mapping and monitoring, but challenges such as policy barriers and bureaucratic limitations need to be addressed through regulatory reform and cross-sector synergy to make public services more adaptive and professional. Utilizing digital talent platforms is also a strategic step in the era of digital transformation, as it allows for centralized, transparent, and easily accessible talent data storage for data-driven decision-making.

This is also in line with the talent management strategy put forward by Gasperz (I. A. R. S. Dewi, 2020) who believes that talent management consists of four main principles, namely:

1. Talent planning

Talent planning consists of three main components, namely organizational design, workforce needs planning, and competency management. First, organizational design refers to the preparation of a structure that is aligned with the organization's strategy and the implementation of strategic human capital management (SHCM). Second, workforce planning focuses on strategies to manage HR needs optimally, efficiently, and effectively. Third, competency management relates to the application of competency standards in the entire process of managing talented employees, known as Competency-Based Human Resource Management. This ensures that the HR decision-making process becomes more objective, transparent, and based on the organization's needs. With this approach, organizations can identify, develop, and retain the right talent, and reduce competency gaps systematically and sustainably.

2. Talent acquisition

Talent acquisition consists of four main elements: employee value, candidate search, selection, and onboarding. First, employee value reflects a program designed to attract and align with the needs, expectations, and job satisfaction of talented individuals. Second, the search process aims to find individuals who have the competencies needed by the organization. The talent search process is a crucial stage in talent management because it determines the quality of human resources that will join the organization. The goal is to find individuals with competencies, values, and potential that match the strategic needs of the organization. Third, the selection stage focuses on screening prospective employees efficiently and on target. Good selection will help minimize the risk of wrong recruitment, increase employee retention, and strengthen the foundation of the organization's HR quality. Therefore, selection must be carried out transparently, fairly, and based on clear standards. Fourth, onboarding is a systematic process that facilitates the adaptation of new employees to tasks, organizational culture, and social relations. For its effectiveness, it is also important to manage relationships with high-potential talents, as well as consider risk analysis, length of service, productive age, and employee generation characteristics.

3. Talent development

Talent development consists of several main components. First, assessment serves to identify and map managerial capabilities and technical expertise through a comprehensive skills audit process. Second, learning and development includes the preparation of individual development plans, the implementation of leadership capacity building programs, and other structured and accelerated competency training, including technical training tailored to needs. Third, succession planning involves a strategy to ensure the availability of at least three candidates whose competencies almost meet 100% of the qualifications for strategic positions to be filled in the organization.

4. Talent retention

Talent retention is the closing phase which is also the most vital stage in the talent management process. This stage focuses on efforts to retain individuals with superior abilities to remain in the organization and continue to provide maximum contribution to realizing the strategic goals that have been set.

The explanation of several literatures conducted related to talent supports the concept put forward by Meyers & Woerkom (Putranto et al., 2022) that talent that is owned or developed requires application through practices that aim to improve experience and support individual personal growth optimally. This can be seen from Figure 3 below.

Figure 3 Talent Management Philosophy
Source : Meyers & Woerkom (Putranto et al., 2022)



Based on the reviewed research literature, it is expected that every government agency that provides public services will implement good talent management where each agency ensures that employees (ASN) have the qualifications, skills and motivation as well as good performance in fulfilling all the demands of the tasks and responsibilities they have in providing better public services (Suryani & Stiawati, 2024).

CONCLUSION

Talent management is an important strategy in supporting the optimization of public services, especially in the context of modern bureaucracy that demands efficiency, effectiveness, and accountability. Based on literature studies, the implementation of talent management allows government agencies to identify, develop, and retain high-potential individuals who are able to drive innovation and continuous improvement in public services. The success of talent management implementation is highly dependent on the commitment of leaders, a supportive policy framework, and a transparent and competency-based system. In addition, it is also important to have synergy between talent management and organizational strategic planning so that employee potential can be optimized appropriately and on target. Challenges such as organizational cultural resistance, budget constraints, and political intervention need to be anticipated through an adaptive and collaborative approach. Overall, talent management is not only a long-term investment, but also the main foundation in creating a professional, responsive, and public satisfaction-oriented bureaucracy.

Future research should focus on analyzing policies that support the implementation of talent management in the public sector, particularly within the context of modern bureaucracies. Adaptive, data-driven policies will determine the effectiveness of identifying, developing, and retaining top talent. Future research could also explore how synergy between national policies and organizational strategies strengthens competency-based talent management systems. Thus, strengthening policies not only supports bureaucratic efficiency but also ensures sustainable innovation and holistic improvements in the quality of public services.

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