

Innovative Strategies for Inclusive and Equitable ASN Talent Management: Insights and Breakthroughs from Indonesia's Public Sector Webinar Series

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Abstract

The effective implementation of talent management for civil servants (ASN) is critical to achieving a professional and efficient bureaucracy in the Indonesian government. In 2023, the Center for ASN Management Studies at the National Civil Service Agency (LAN) organized a series of twelve webinars titled "Sharing Best Practices in Implementing ASN Talent Management: Accelerating the Realization of Future Leaders," focusing on advocating for the implementation of ASN talent management within Ministries, Agencies, and Local Governments in Indonesia. This study employs qualitative content analysis to examine the key themes and insights garnered from these webinars. The research explores the significance of talent management in enhancing social inclusion, gender representation, and social equity in the public sector. The primary objective is to identify the driving factors behind successful talent management practices and the outcomes they generate. Utilizing a thematic analysis approach, the study analyzes webinar content to highlight best practices, challenges, and innovative strategies in ASN talent management. Findings indicate that a robust talent management framework significantly contributes to organizational goals, creating an inclusive work environment, and promoting gender equality. The study concludes that insights from these webinars provide valuable recommendations for policymakers and public administration leaders. These findings have broad implications for enhancing talent management policies and practices, ultimately improving the sustainability of public administration in Indonesia.

Keywords:

talent management; civil servants; social inclusion; gender representation;
social equity;; sustainability; public administration

Introduction

The public sector is increasingly facing complex challenges that demand a workforce equipped with advanced skills and competencies. In Indonesia, the management of Aparatur Sipil Negara (ASN) or civil servants plays a crucial role in achieving effective governance and public service delivery. As the nation strives for bureaucratic reforms, talent management becomes a vital strategy to ensure the civil service can meet the dynamic demands of society.

Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2020 signifies a concerted effort to streamline the management of State Civil

Apparatus (ASN) employees. This policy establishes specific criteria for identifying high-potential ASN employees and integrates talent management into the broader career development framework, providing a comprehensive system for both national and agency-level ASN (Dwiputrianti, et al., 2023).

A review of the implementation of merit systems in Indonesian government agencies reveals that there are still significant deficiencies in the application of talent management. Of the 587 agencies that have been assessed, only 22 have been granted approval to fill high-level positions through talent pools, with 13 of them already implementing the mechanism (KASN,2024). Government agencies maintain a talent pool for succession planning, which is regularly updated using talent mapping to identify individuals with the necessary managerial and field-specific competencies. This talent pool is developed in alignment with the agency's career paths and succession plans (Dwiputrianti,et al.,2024).

The data reveals a significant lack of sustainability in government agencies' talent management practices. This is particularly evident in their limited efforts to nurture future leaders, managers, and employees with a focus on quality, equity, and long-term organizational development, especially in the face of ongoing challenges (Saleh & Atan, 2021).

The National Civil Service Agency (Lembaga Administrasi Negara, LAN) through the Center of Civil Servant Research (Pusat Kajian Manajemen Aparatur Sipil Negara) has been a key driver in talent management initiatives within the public sector. Recognizing the growing importance of this field, organized a series of twelve webinars throughout 2023 titled "Sharing Best Practices in Implementing ASN Talent Management: Accelerating the Realization of Future Leaders." These webinars gathered experts, policymakers, and practitioners to explore strategies for effective talent management across ministries, agencies, and local governments in Indonesia. Each session focused on different aspects of talent management, from leadership development and competency mapping to performance evaluation and retention.

This paper aims to analyze the critical insights gained from the webinar series, specifically focusing on the importance of inclusive talent management which contributes to sustainability of workforce (Swales et al., 2014). The inclusive talent management philosophy is built on the belief that all employees have the potential to contribute meaningfully to the organization. Therefore, organizations must actively support their employees' development and growth (Graham et al., 2024). Inclusive talent management is characterized by its equitable support for all talented employees, regardless of their gender, ethnicity, social status, or disability. By doing so, it not only taps into a wider pool of skills and competencies but also fosters a more inclusive workplace that values diversity (Lenton et al., 2021). The growing emphasis on social equity and gender

representation within the public sector has made talent management not only a tool for operational efficiency but also for fostering social justice. The strategies and best practices discussed in the webinars reveal how Indonesia's public sector is advancing efforts to create a sustainable workforce that is diverse, inclusive, and responsive to societal needs.

This paper will consider the extent to which inclusive talent management practices are currently in place. It will also explore potential improvement strategies that could be employed to enhance the effectiveness of inclusive talent management, drawing on a synthesis of literature reviews, case studies, and data processing results. By focusing on innovative practices, this study aims to contribute to the broader discourse on how Indonesia can develop a more resilient and equitable civil service. Through this investigation, this paper will provide recommendations for fostering a more inclusive, equitable, and sustainable public workforce, drawing on data and lessons from the Indonesia Public Sector Webinar Series.

Theoretical Background

1. Talent Management

Talent management is a comprehensive approach to attracting, identifying, developing, and retaining individuals possessing the skills and knowledge necessary for organizational success (Collings & Mellahi, 2009). While traditional perspectives often viewed employees as mere labor resources, strategic talent management recognizes the strategic value of human capital. This approach emphasizes the development and empowerment of employees, treating them as valuable assets (Haerudin, 2018). Talented individuals are recognized as invaluable strategic assets that can provide organizations with a significant competitive edge (Dries, 2013). According to human capital perspective, talent was categorized based on its value and uniqueness. Valuable human capital contributes to an organization's core competencies and competitive advantage. Unique human capital is difficult for competitors to replicate or replace (Lepak & Snell, 1999). Son et al. (2020) conceptualize talent management as a systematic process involving the identification of key positions critical to an organization's sustained competitive advantage, the development of a talent pool of high-potential and high-performing individuals to fill these roles, and the implementation of a differentiated human resource architecture to ensure the recruitment and retention of qualified individuals committed to the organization's long-term success. Effective talent management is crucial for two primary reasons. First, it ensures the acquisition and retention of essential talent. Second, it fosters employee engagement, which is vital for organizational success (Singh, 2021).

2. *Typology of Talent Management*

The success of talent management hinges on the congruence between the assessment tools used and the organization's unique needs. A mismatch between these elements can result in inaccurate talent assessments and hinder the development of effective talent management strategies. The absence of standardized talent management practices has led to diverse perspectives and approaches in its implementation across organizations. Given the unique needs and strategic priorities of each organization, effective talent management practices must be tailored to the specific dynamics of the industry, competitive landscape, and future workforce requirements (Martinez et al., 2023)¹. There is ongoing debate about the definition of talent and how to distinguish between "talented" and "non-talented" employees (De Boeck et al., 2018)² which categorized TM in several typology.

Swailles et al. 2014³, identifies four distinct models of talent management, characterized by the scope of talent identification and employee inclusion.

Partial Exclusive Talent Management: A limited number of employees, often high-potential managers, are selected for targeted development programs. Traditional performance appraisals may be used to identify potential, supplemented by additional assessments like panel evaluations, psychometric testing, and assessment centers.

Partial Inclusive Talent Management: A wider range of employees is initially considered for development programs, but ultimately, only a select few are chosen. This approach indirectly benefits the excluded employees by improving leadership quality through the development of high-potential individuals.

Fully Inclusive Talent Management: This model recognizes and develops the full range of talent within the organization. It aims to help all employees reach their potential, including those who may require additional support.

Elite Talent Management: This "Ivy League" approach focuses on recruiting and retaining only the most talented individuals. It often involves using fixed-term contracts to manage performance and tenure. While traditional talent management programs may be less emphasized, a hierarchy of talent, including super-elites and stars, may still emerge within the organization.

¹Martinez, N., Kilag, O. K., & Macario, R. (2023). The Impact of Organizational Culture on Leadership Strategies in Crisis Management. *Excellencia: International Multidisciplinary Journal of Education* (in <https://risejournals.org/index.php/imjrise/article/view/188/166>)

²De Boeck, G., Meyers, M. C., & Dries, N. (2018). Employee reactions to talent management: Assumptions versus evidence. *Journal of Organizational Behavior*, 39(2), pp. 199-213.

³https://eprints.hud.ac.uk/id/eprint/21519/3/Inclusive_talent_management_Revised_12_May_FINAL.pdf

3. *Exclusive vs Inclusive Talent Management*

Exclusive talent management constitutes a distinct form of workforce differentiation wherein organizations allocate disproportionately high levels of resources to employees designated as 'talents'. This practice is predicated on the belief that it will facilitate an optimal distribution of opportunities for professional development and career advancement, thereby maximizing the impact at the employee level and ultimately securing a sustainable competitive advantage. At the core of the exclusive talent management paradigm lies the concept of a differentiated human resource architecture, which advocates for the implementation of varied employment practices tailored to different employee categories, contingent upon the value and distinctiveness of their competencies. While the existing literature acknowledges that the exclusive talent management approach has, to this point, been the predominant methodology (Gallardo-Gallardo et al., 2015; Swailes, 2020), a growing number of scholars advocate for more inclusive frameworks of talent management, premised on the belief that all employees possess valuable attributes that can be effectively leveraged within organizational contexts (Meyers & van Woerkom, 2014).

Inclusive talent management constitutes a strength-based paradigm within the realm of talent management wherein organizations distribute resources among employees predicated on principles of egalitarianism rather than their perceived relative talent in comparison to their peers. The acknowledgment and exploitation of the distinctive strengths inherent in all employees is posited to enhance their developmental trajectories and overall wellbeing, thereby ultimately fostering organizational cohesion. A pivotal element of the inclusive talent management framework is the principle of equitable access to opportunities for professional development and advancement. It is evident from the preceding discussion that the exclusive talent management philosophy embodies an intrinsically unequal methodology concerning resource allocation within organizations, whereas the inclusive philosophy emphasizes the provision of equal opportunities (Swailes, Dries and Kase et al., 2014). Consequently, it is plausible that divergent talent management philosophies will manifest in varied employee perceptions of fairness (Gelens et al., 2013).

4. *Talent Management Practice in Indonesia Public Sector*

Effective talent management can significantly improve employee quality, organizational performance, and the realization of human potential within the government sector (Sudrajat, 2024). The concept of talent management (TM) within the public sector denotes the strategic application of essential human resource (HR) practices that enable personnel, who embody both the requisite skills and the values pertinent to the context, to effectively achieve the

overarching objectives aimed at the collective welfare (Kravariti & Johnston, 2020)[1]. In light of the intricate nature of the public sector environment, public sector organizations engage with a diverse array of stakeholders, each possessing differing interests, regulations, norms, and logics, and function under conditions that markedly differ from those encountered by private entities (Delbridge & Keenoy, 2010), thereby underscoring the necessity of comprehending contextual elements pertinent to TM within the public sector framework (Thunnissen & Buttiens, 2017). The execution of TM in the public sector presents considerable challenges due to the inherent conflicts between the time-honored principles of equity and equal opportunity characteristic of the public sector and the contemporary managerialist frameworks associated with New Public Management (NPM) (Boselie & Thunnissen, 2017). Furthermore, the objectives within the public sector exhibit greater diversity, are less tangible, and are more challenging to quantify, thereby complicating the implementation of TM practices (Blom et al., 2020). Additionally, limitations in resources impose constraints on the flexibility associated with the execution of TM practices within the public sector (Grant et al., 2020).

Indonesia shown focus on talent management on public sector through Peraturan Menteri PAN Dan RB Nomor 3 Tahun 2020 Tentang Manajemen Talenta ASN concerning Talent Management, which established on 2020. Before the formalization of talent management practices through the law, a number of institutions had initiated internal talent development initiatives, often underpinned by their own institutional guidelines. The significance of talent management is in Indonesia underscored by the widespread challenges of competency gaps and merit system inadequacies within various government institution. According to the National Civil Service Agency (BKN), there are 3,655,684 civil servants (ASN) in Indonesia. Among them, 21,962 are high-ranking officials (JPT) serving as top management, with a significant gender disparity: 84% are male and 16% are female. Furthermore, an analysis of merit system implementation reveals that only 22 out of 597 (3%) institutions have been approved to fill JPT positions from a talent pool. This data underscores the limited implementation of talent management in the Indonesian public sector. In terms of inclusivity, there is a clear disparity in access to JPT positions, with most institutions at both the central and local levels relying on open selection processes and direct appointment by regional heads. Such practices often exclude internal talents from fair competition for top positions. The successful implementation of Talent Management by certain institutions should be recognized as a strategic step toward fostering inclusivity within the public sector.

Methodology/Approach

This research applies qualitative methods to analyze the implementation of inclusive talent management in Indonesia's public sector. The study aims to analyze the level of understanding among government employees regarding issues related to the talent management process, evaluate the extent of inclusive talent management implementation in various government agencies, and identify success factors that can enhance the inclusivity of talent management implementation in Indonesia. Surveys and content analysis were performed during the 2023 Talent Management Webinar Series held by LAN to gather primary data. The webinar featured numerous experts and government agencies that achieved commendable merit scores and executed the selection of High Leadership Positions (Jabatan Pimpinan Tinggi/JPT) utilizing a talent pool.

1. Online Survey

An online survey is conducted for all webinar participants at the end of each webinar session. The survey includes the necessary identity information to categorize participants and evaluation questions. Participants were asked to answer 5 questions to assess their understanding of the talent management material that has been tailored to each session. The online format of qualitative surveys further enhances their utility by providing a platform for safe and accessible data collection, which is crucial to inform policy and practice (Braun et al., 2021) (Safdar et al., 2016). Additionally, qualitative surveys can provide insights into local variations and stakeholder perspectives.

2. Literature Review

The literature review is used as a reference to categorize the criteria used in inclusive talent management practices in the public sector. The talent management typology by Sweiless is used as the main reference in classifying the talent management practices implemented by government agencies that have become best practices in the webinar. Furthermore, based on the characteristics found in that typology, this research perceives inclusive practices that can be found in the implementation of talent management in Indonesia with various other references related to inclusive talent management. The criteria used primarily relate to (i) whether there is a classification of talent and non-talent? (ii) Is there equity for ASN employees to receive promotions? (iii) Is there inclusive instrument to recruit and classify talent? (iv) Is there equity for ASN to access talent development according to their needs? (v) Does the agency offer inclusive retention programs? Information related to the implementation practices is obtained through webinars or other accessible documents related to the institution.

3. Content Analysis

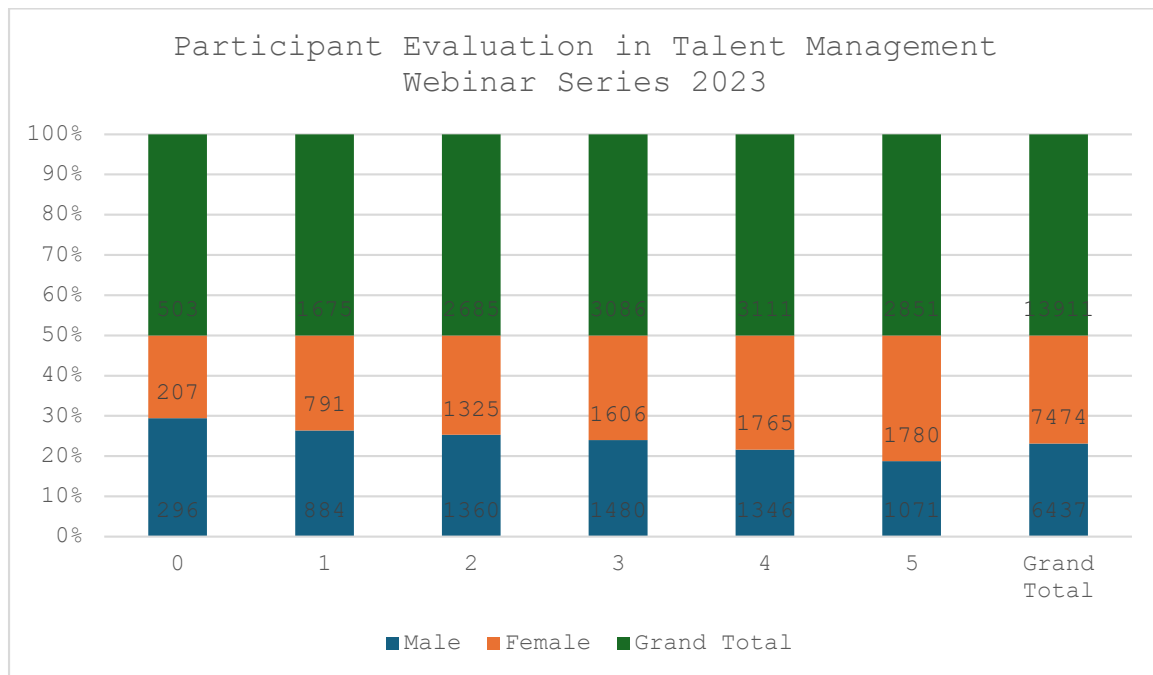
Content analysis was employed to systematically review the webinar recordings and extract the most relevant insights related to inclusive talent management, social equity, and gender representation. By analyzing the presentations and discussions, the study identified how talent management strategies were being implemented across various ministries and local governments. This approach allowed for a structured exploration of how talent management contributes to public sector performance and inclusivity.

The use of content analysis is supported by its effectiveness in identifying patterns and trends in communication, as noted by Krippendorff (2018). For this study, key terms such as "social inclusion," "gender equity," and "sustainable public administration" were coded and analyzed across all webinar sessions to understand the scope and emphasis of these themes within Indonesia's public sector talent management framework.

Result & Discussion

1. Civil Servant Awareness of Talent Management Practice in Indonesia

Employee understanding positively influences the efficacy of talent management approaches within organizations. The primary objective of talent management implementation is to enhance employee performance by a sustained initiative to attract, develop, retain, and engage personnel. Employee awareness of the practice can enhance motivation and a sense of value, fostering a desire to engage in the attainment of the organization's vision and goal, hence improving talent retention. Moreover, when employees are cautious of such practices, they can comprehend their duties and professional advancement chances, resulting in enhanced performance and job reinforcement. When employees recognize talent management strategies as effective, the firm gains advantages in development and sustainability. This is because employees are dedicated to enhancing their leadership skills and other abilities, which is essential for the organization's success. Consequently, it is essential to enhance employee understanding of talent management methods, since this contributes to both individual career advancement and overarching corporate objectives. These encompass sustaining a competitive edge in the market. The incorporation of employee awareness into talent management methods is essential for enhancing both employee and corporate outcomes.



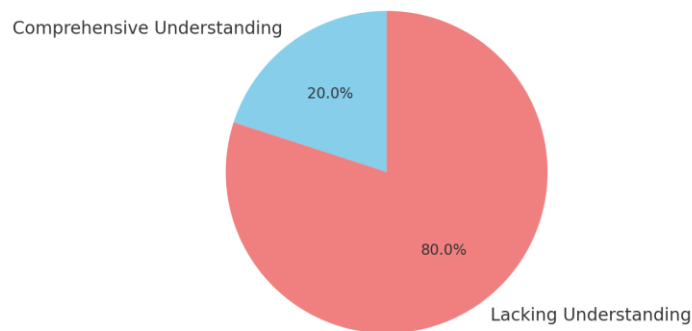
This study examines public servants' comprehension of talent management policy through survey participation in a series of webinars. During each webinar, participants are required to respond to five questions derived from each conversation topic introduced by the speakers. The analysis indicates that most employees lack a comprehensive understanding of the people management methods established in 2020. The outcome is determined by the lowest number of participants who successfully responded to all inquiries within each webinar theme. Of roughly 13,911 respondents, only 20% of employees comprehended the subject of talent management. The audience was able to correctly answer an average of 3 to 4 questions, representing approximately 22%. The predominant number of employees who successfully answered all the questions were female. This study underscores the rising problems of prioritizing equity and sustainability in the public sector within the context of implementing inclusive talent management. The absence of comprehension regarding talent management among employees results in institutions forfeiting the potential engagement of talent in formulating strategies that better correspond with the organization's requirements.

To illustrate the findings more clearly, the following visualizations are presented:

a. Civil Servants' Awareness of Talent Management Practices (Pie Chart):

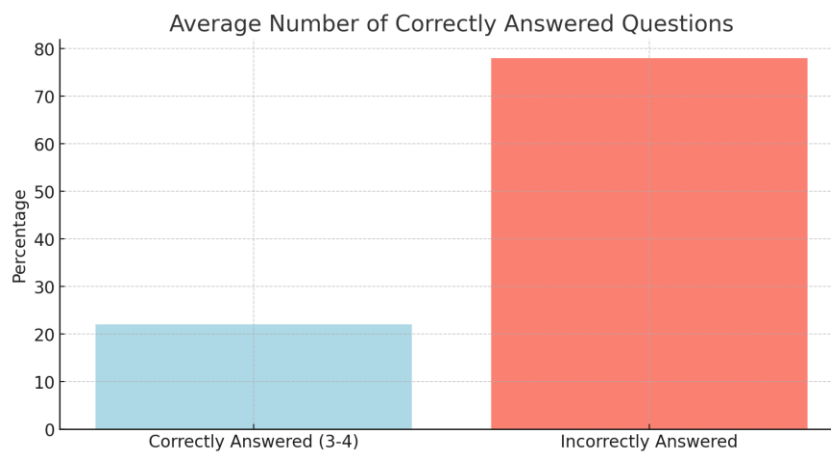
- Only 20% of participants displayed a comprehensive understanding, while 80% lacked sufficient knowledge. This imbalance underscores the need for improved communication and training initiatives.

Civil Servants' Understanding of Talent Management Practices



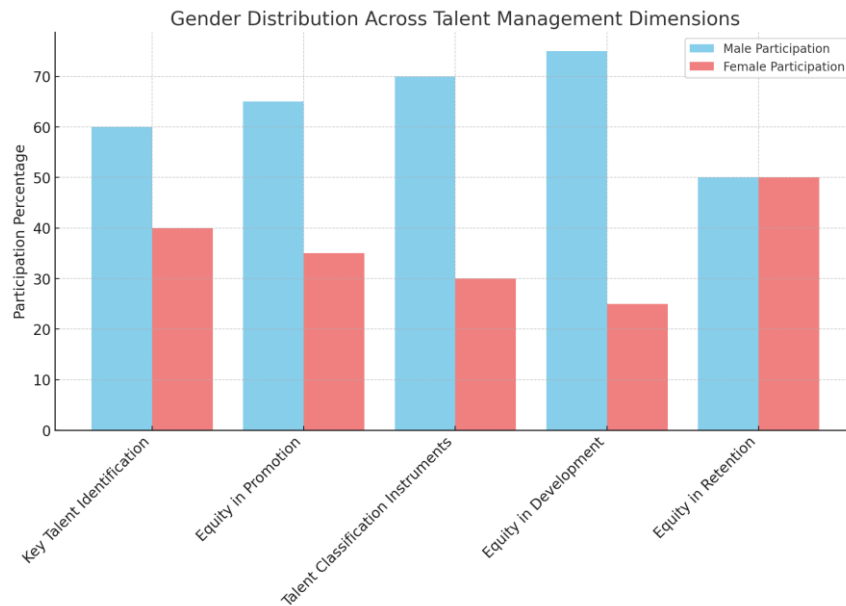
b. Performance in Knowledge Assessments (Bar Chart):

- Participants correctly answered, on average, 3 to 4 questions out of 5, highlighting a 22% accuracy rate and the need to strengthen employee comprehension.



c. Gender Distribution in Talent Management Dimensions (Bar Chart):

- Male participants dominated areas such as Talent Identification (60%) and Classification Instruments (70%).



2. Typologi of Talent Management Practice in Indonesia Government Institution.

Talent management practices across Indonesian government institutions, as highlighted in the webinars, largely reflect **exclusive approaches** that differentiate between personnel identified as "talent" and those who are not. However, elements of inclusivity are increasingly evident in some programs, which aim to provide broader access for employees outside the formal "talent" pool. Lenton (2021) refers to such approaches as **Partially Inclusive Talent Management**, where exclusive frameworks are combined with efforts to promote diversity and inclusion.

While these practices show promise in creating opportunities for underrepresented groups, they often fall short of the comprehensive inclusivity standards needed to fully ensure equity and fairness. For example, initiatives like increasing female representation in leadership roles demonstrate progress but are often limited to targeted interventions rather than a systemic overhaul of talent management frameworks. Consequently, while such programs contribute positively to diversity metrics, they may lack alignment with the broader principles of transparency, ethics, and equal representation.

Talent Management Practices Across Institutions

The table below summarizes talent management practices observed in various government institutions

Institution	Identify of Key Talent	Equity in Promotion (Internal Selection)	Inclusive Talent Classification Instrument (Assesment Method)	Equity in Talent Development	Equity in Talent Retention
1. Ministry of Home Affairs	√			√	√
2. West Java Province	√		√	√	√
3. BPKP (Financial and Development Supervisory Agency)	√		√	√	√
4. Ministry of Public Works and Public Housing	√		√	√	√
5. Central Java Province	√		√	√	√
6. City of Tangerang	√		√	√	√
7. Ministry of Law and Human Rights	√			√	√
8. Sumedang Regency	√			√	√
9. Ministry of State-Owned Enterprises	√		√	√	√
10. Ministry of State Secretariat	√		√	√	√
11. DIY Provincial Government	√			√	√
12. East Java Province	√			√	√
13. Ministry of Finance	√		√	√	√
14. Ministry of Marine Affairs and Fisheries	√		√	√	√
15. Bandung City Government	√		√	√	√
16. Constitutional Court	√		√	√	√
17. BPOM (National Agency of Drug and Food Control)	√		√	√	√

Analysis of Talent Management Dimensions

a. Identification of Key Talent

The study highlights the dominance of **exclusive talent management systems**, particularly through the use of **Succession Planning Groups (Kelompok Rencana Suksesi/KRS)**. Employees included in these groups receive preferential access to promotions, tailored development programs, and other organizational benefits. However, this creates a hierarchical system that may alienate non-KRS employees, leading to decreased motivation and engagement. This exclusivity contradicts the ideals of inclusive talent management, which prioritizes equitable opportunity for all employees. The concentration of advantages within a particular group can engender animosity, demotivate personnel not included in the KRS, and impede overall

organizational success. Furthermore, it may restrict the organization's capacity to fully leverage its workforce's potential.

b. Equity in Promotion

While this study found a tendency towards exclusivity in talent management practices, particularly evident in the prioritization of KRS, it is important to note that some elements of inclusivity were also observed within the promotion process.

Firstly, the study revealed a degree of equity in access to promotions through the implementation of standardized assessment criteria for individuals seeking placement within KRS. This suggests that while KRS may enjoy preferential treatment, the selection process itself is based on merit and objective evaluation. Secondly, in certain instances, such as [mention specific government agencies], talent management teams have introduced quotas to ensure that a proportion of senior leadership positions (e.g., JPT) are filled by internal candidates. This initiative provides greater opportunities for employees to advance within the organization, thereby promoting internal mobility and fostering a sense of career progression. Moreover, the study found that women have benefited from talent management practices, particularly in organizations with strong gender mainstreaming policies, such as the Ministry of Finance. The implementation of merit-based systems in these organizations has indirectly led to increased representation of women in leadership positions. These findings align with previous research highlighting the importance of merit-based systems and targeted initiatives in promoting diversity and inclusion in the workplace (Williams, 2015; Cox, 2019).

c. Talent Classification Instrument

A comprehensive talent classification instrument is crucial for fostering inclusive talent management. Such an instrument should capture a holistic view of an employee's strengths and weaknesses, ensuring that assessment is fair and equitable. To achieve this, it is essential to gather input from multiple perspectives, including peer assessments, output achievements, and performance evaluations. This multifaceted approach provides a more accurate and nuanced understanding of an employee's potential and competencies.

The accuracy and reliability of talent classification instruments are paramount. Errors or biases in measurement tools can significantly hinder an employee's career progression. In this regard, technology-enabled databases play a pivotal role in ensuring the accountability and transparency of talent assessment. The findings from the webinar revealed that a significant proportion of institutions have adopted information systems to track employee capabilities, a practice that promotes inclusivity by providing a standardized and objective means of evaluation. While the presence of flexible weighting systems for assessing potential and competencies is a positive step

towards inclusivity, inconsistencies in weighting and inadequacies in assessment tools can still perpetuate biases and hinder equitable outcomes. For instance, if the weighting of different assessment criteria is not carefully considered, it may inadvertently favor certain groups of employees. Furthermore, the use of outdated or inappropriate assessment tools can lead to inaccurate evaluations and limit opportunities for individuals with diverse skills and experiences.

d. Equity in talent development

Inclusive talent development is predicated on the principle of providing development opportunities that meet the specific needs of each individual. This requires a comprehensive understanding of employees' strengths, weaknesses, and aspirations, which can be facilitated through the use of technology-enabled talent management systems. These systems provide a centralized repository of employee data, enabling organizations to identify development needs and tailor training programs accordingly.

The findings from this study indicate that most of the organizations surveyed have implemented talent management systems that include robust databases. These databases contain information on employees' skills, experience, and performance, allowing for more targeted and personalized development initiatives. However, the effectiveness of these systems is contingent upon the availability of appropriate development resources.

E-learning platforms have emerged as a popular tool for delivering training and development programs. These platforms offer a number of advantages, including flexibility, accessibility, and cost-effectiveness. However, to ensure that e-learning is inclusive, organizations must address issues related to digital literacy. Employees with limited digital skills may struggle to access and benefit from online learning resources.

The study found that many organizations have invested in e-learning platforms, with some, such as the governments of East Java and the Ministry of Finance, making their platforms accessible to wider public. This is a positive step towards promoting a culture of lifelong learning. However, it is essential to ensure that employees have the necessary digital skills to engage with these platforms effectively.

e. Equity in Talent Retention

Inclusive talent retention strategies go beyond traditional approaches to employee engagement and focus on creating a work environment where all employees feel valued, supported, and motivated. This research found that while most organizations primarily rely on talent development programs to retain employees, a few, such as the Ministries of Finance and the government of West Java, have implemented more comprehensive strategies that address employees' holistic needs.

One notable trend is the increasing adoption of flexible work arrangements, such as work-from-home options. The Ministries of Finance and West Java have been pioneers in this area, recognizing that flexible work arrangements can significantly improve work-life balance and job satisfaction. Additionally, some organizations, like the BPOM and the Ministry of Finance, have invested in on-site childcare facilities, demonstrating a commitment to supporting working parents.

These findings align with previous research that has highlighted the importance of work-life balance and organizational support in retaining talent (Guest, 2001; Becker & Huselid, 1998). By offering flexible work arrangements and family-friendly policies, organizations can create a more inclusive and supportive work environment, thereby reducing turnover and improving employee engagement.

Key Success Factor On Talent Management Practices In Indonesian Public Sector

The comprehensive analysis of the webinar series on ASN talent management demonstrates Indonesia's commitment to fostering an inclusive, equitable, and future-ready public sector. This matrix captures the key focus areas, innovative insights, and relevance to social inclusion and equity, aligning them with the overarching goals of creating a globally competitive ASN workforce. Each webinar addresses distinct yet interconnected facets of talent management, contributing to a unified vision for transforming Indonesia's public administration.

Matrix.

Results Analysis of the Webinar Series

Webinar	Key Focus	Keywords	Mainsights	Relevance: Inclusivity and Equity	Innovative Insights for Talent Management	Analysis
<u>Webinar 1</u>	Meritocracy in bureaucracy	Merit system, professionalism, fairness	Merit-based systems reduce favoritism and foster professionalism, improving accountability and fairness in civil service.	Promotes fairness and accessibility for all ASN, particularly marginalized groups.	Embedding meritocracy in recruitment and promotion systems.	Aligns with global standards for equitable governance and professionalizing bureaucracy in Indonesia.
<u>Webinar 2</u>	Leadership commitment in talent management	Leadership, commitment, strategic planning	Strong leadership commitment is key to embedding and sustaining	Ensures equitable resource distribution and strategic focus on	Leadership training programs focused on inclusivity and equity.	Enhances the role of leadership as a driver of innovation and inclusivity

Webinar	Key Focus	Keywords	Mainsights	Relevance: Inclusivity and Equity	Innovative Insights for Talent Management	Analysis
			talent management practices at all governance levels.	underrepresented groups.		in ASN talent management.
<u>Webinar 3</u>	Talent needs analysis	Talent gap, alignment, strategy	Aligning talent needs with organizational goals optimizes resource allocation and ensures sustainable workforce planning.	Identifies and bridges gaps for marginalized ASN groups.	Data-driven analyses to forecast future talent requirements.	Supports long-term sustainability of the civil service by integrating inclusivity into workforce planning.
<u>Webinar 4</u>	Talent performance management	Performance, transparency, accountability	Transparent performance management systems enhance accountability, motivation, and fairness across the workforce.	Provides equal opportunities for ASN to be evaluated based on clear and unbiased metrics.	Implementation of equity-focused performance metrics.	Establishes a culture of meritocracy and fairness in ASN performance evaluations.
<u>Webinar 5</u>	Competency standards and mapping methods	Competency mapping, standards, capacity	Clear competency standards align employee skills with organizational needs, fostering productivity and equitable development.	Ensures inclusivity by providing equal access to competency assessments and career advancement.	Equity-focused mapping tools to identify underrepresented talent.	Strengthens the alignment of talent with organizational needs while ensuring inclusivity in capacity building.
<u>Webinar 6</u>	Talent sourcing and placement strategies	Recruitment, placement, planning	Strategic placement ensures the right talents are positioned in roles that maximize their potential and align with	Ensures fair representation of diverse talents across all regions and sectors.	AI-based recruitment tools to minimize bias and improve efficiency.	Promotes equitable representation and regional diversity in ASN workforce allocation.

Webinar	Key Focus	Keywords	Mainsights	Relevance: Inclusivity and Equity	Innovative Insights for Talent Management	Analysis
			national priorities.			
<u>Webinar 7</u>	HCDP and TNA for talent development	Training needs, pipeline, development	HCDPs and TNAs identify skill gaps and align training programs with future workforce needs, ensuring inclusivity in talent development.	Targets marginalized and underrepresented ASN groups for skill-building opportunities.	Personalized development plans tailored to diverse needs.	Builds a robust and inclusive pipeline of skilled ASN professionals aligned with Indonesia's national goals.
<u>Webinar 8</u>	Career pathways for ASN	Career planning, retention, equity	Equitable career pathways improve retention and motivate ASN by providing clear opportunities for advancement.	Addresses systemic barriers to career growth for women and marginalized groups.	Equity-focused career progression models and mentorship programs.	Encourages sustainable talent retention while addressing diversity and equity in career development.
<u>Webinar 9</u>	Talent development for SMART ASN	SMART ASN, adaptability, digital skills	Structured programs and digital tools equip ASN with modern competencies needed for global competitiveness.	Provides underserved regions with access to training and technology resources.	Data-driven digital transformation initiatives to enhance inclusivity.	Advances Indonesia's SMART ASN vision by integrating inclusivity and sustainability into talent development strategies.
<u>Webinar 10</u>	Talent retention	Retention, motivation, equity	Retention strategies focus on creating supportive environments, recognizing contributions, and offering growth opportunities.	Addresses work-life balance and systemic barriers to retention for marginalized groups.	Policies for flexible working arrangements and equitable recognition frameworks.	Strengthens long-term workforce stability and ensures equity in retaining talented individuals.
<u>Webinar 11</u>	Talent management information systems	Technology, transparency, data-driven	Digital systems streamline talent	Provides equal access to tools and systems, ensuring	AI-driven analytics for real-time talent insights	Modernizes ASN talent management while

Webinar	Key Focus	Keywords	Mainsights	Relevance: Inclusivity and Equity	Innovative Insights for Talent Management	Analysis
			management, enhancing transparency and accessibility for all ASN.	inclusivity in talent processes.	and gap identification.	addressing geographic and socio-economic disparities.
<u>Webinar 12</u>	Lessons learned and best practices	Knowledge sharing, innovation, scaling	Sharing lessons and best practices fosters collaboration, scalability, and innovation across regions.	Encourages replication of successful inclusive practices nationwide.	National knowledge hubs to capture and disseminate best practices in talent management.	Supports scalable and equitable talent management practices, ensuring alignment with national and regional development goals.

The webinar series highlights innovative strategies to address systemic challenges in Indonesia's ASN talent management. Its focus on inclusivity, equity, and digital transformation aligns with the overarching goals of creating a professional, adaptive, and globally competitive workforce.

The following key themes emerge:

a. Meritocracy and Inclusivity:

- A merit-based approach ensures fair recruitment and promotion, fostering a culture of equity in governance.
- Competency mapping and transparent performance evaluations mitigate biases, offering equitable opportunities to marginalized groups.

b. Digital Transformation:

- Talent management systems and digital training platforms reduce regional disparities, providing access to resources and tools for ASN across all areas.
- AI-driven analytics identify gaps, ensuring data-driven, inclusive decision-making.

c. Sustainability and Representation:

- Programs emphasizing social equity and gender representation address systemic barriers, supporting long-term workforce sustainability.
- Career pathways and leadership pipelines promote diverse representation in decision-making roles.

d. Scalability and Knowledge Sharing:

- Sharing lessons learned across regions fosters collaboration and scaling of successful practices, ensuring equity-driven innovation in talent management.

3. Merit System and Inclusive Talent Management

As organizations strive to implement inclusive talent management (ITM) practices, the merit system must evolve beyond traditional metrics of performance and potential. This transition necessitates a broader understanding of what constitutes merit, incorporating diverse perspectives that reflect the complexities of today's workforce. For instance, evidence suggests that an inclusive approach not only enhances job satisfaction but also reduces turnover intentions, ultimately leading to improved organizational performance. By recognizing varied contributions from employees with different backgrounds, companies can foster innovation and adaptability in rapidly changing markets, thus positioning themselves for sustainable success. Consequently, the integration of ethical considerations into ITM frameworks becomes essential, as it aligns individual aspirations with organizational goals while promoting fairness and equity across all levels of employment. This alignment not only cultivates a positive workplace culture but also enhances the overall resilience of the organization, enabling it to navigate challenges more effectively and seize new opportunities as they arise.

a. Leadership Commitment

Leadership commitment plays a crucial role in enhancing inclusive talent management within organizations. When leaders demonstrate a genuine commitment to diversity and inclusion, it sets the tone for the entire organization, fostering an environment where all employees feel valued and empowered.

Research indicates that leadership commitment can significantly influence the effectiveness of inclusive talent management practices. For instance, a study by Nishii and Mayer (2009) found that when leaders actively support diversity initiatives, it leads to increased employee engagement and retention. This is because employees are more likely to feel a sense of belonging and acceptance in an inclusive workplace, which in turn enhances their performance and loyalty to the organization.

Moreover, committed leadership can drive the implementation of inclusive recruitment and promotion practices. According to Roberson (2006), leaders who prioritize diversity are more likely to create policies that attract a diverse talent pool and ensure equitable opportunities for advancement. This not only enriches the workforce with varied perspectives and ideas but also enhances creativity and innovation within teams.

Furthermore, leadership commitment is essential for providing the necessary resources and training to support inclusive talent management. As noted by Shore et al. (2011), leaders who

invest in diversity training and awareness programs help to mitigate unconscious biases, enabling a more equitable evaluation of talent. This proactive approach ensures that all employees, regardless of their background, have equal access to opportunities for growth and development.

In conclusion, leadership commitment is a foundational element that enhances inclusive talent management. By actively promoting diversity and inclusion, leaders can create a culture that values every employee's contributions, ultimately driving organizational success and fostering a more inclusive workplace.

In addition to fostering an inclusive environment, leadership commitment also plays a vital role in the ongoing evaluation and adaptation of diversity initiatives. As organizations evolve, so too must their strategies for inclusion; this requires leaders to be not only advocates but also active participants in assessing the effectiveness of current practices. For example, regular feedback mechanisms can help identify gaps in inclusivity efforts and allow for timely adjustments, ensuring that all voices are heard and valued within the organization. Furthermore, by modeling inclusive behavior themselves, leaders set a powerful precedent that encourages employees at all levels to engage in similar practices, thereby creating a ripple effect throughout the organizational culture (Shore et al., 2011). Ultimately, such sustained commitment from leadership is essential not just for compliance with diversity standards but for cultivating a truly innovative and resilient workforce capable of navigating complex challenges in today's global landscape.

Leadership commitment plays a crucial role in supporting inclusive talent management by fostering an environment where diversity, equity, and inclusion (DEI) are prioritized and integrated into organizational practices. This commitment is essential for creating a culture that values diverse perspectives and leverages them for organizational success. Leadership commitment to DEI initiatives can lead to improved employee engagement, innovation, and overall organizational performance. The following sections detail how leadership commitment supports inclusive talent management.

b. Talent Mapping and Assessment Method

Talent mapping can significantly support inclusive talent management practices by identifying and nurturing a diverse range of talents within an organization, thereby promoting equity and inclusion. This approach challenges the traditional exclusive talent management models that focus on a select group of high-performing individuals. By adopting a more inclusive perspective, organizations can address issues of social exclusion and economic inequality, fostering a more

equitable work environment. The following sections elaborate on how talent mapping contributes to inclusive talent management.

While talent mapping offers numerous benefits for inclusive talent management, it is essential to recognize the challenges in implementing such practices. Organizations may face resistance to change from entrenched exclusive talent management models, and there may be difficulties in accurately assessing and mapping diverse talents. However, by addressing these challenges, organizations can create a more inclusive and equitable work environment that benefits all employees.

c. Inclusive Talent Development

Inclusive talent development plays a crucial role in supporting inclusive talent management by broadening the scope of talent management practices to encompass a wider range of employees, thereby fostering a more equitable and diverse workforce. Traditional talent management often focuses on exclusive practices that prioritize high-performing individuals, which can lead to organizational inequality and social segregation (Holck & Stjerne, 2019) (Meyers, 2016). Inclusive talent development, on the other hand, emphasizes the growth and development of all employees, regardless of their current performance levels, which can enhance overall employee well-being and organizational performance (Kaliannan et al., 2023) (Meyers, 2016). This approach is particularly important in addressing the needs of underrepresented groups, such as the B40 group in Malaysia, who often lack access to development opportunities ("Talent development towards an inclusive equitable society: a dearth of knowledge", 2022). By implementing inclusive talent management practices, organizations can create a more transparent and accountable system that prepares future leaders and integrates talent management with education and training programs (Caya et al., 2022). Furthermore, inclusive talent management can help organizations navigate the challenges of talent scarcity and unpredictable market dynamics by expanding the talent pool and focusing on potential and strengths rather than just current performance ("Conceptualizing and operationalizing 'inclusive' talent management: four different approaches", 2023). This approach also aligns with diversity, equity, and inclusion (DEI) practices, which are essential for creating a workplace environment that values and supports employees from all backgrounds ("The Intersection of Diversity, Equity, and Inclusion in Management Practices: A Descriptive Study", 2023). By adopting inclusive talent management, organizations can not only comply with legislative requirements but also promote human rights and advance the inclusion of marginalized groups, such as persons with disabilities, in the workplace (Nxumalo, 2022). Overall, inclusive talent development supports inclusive talent

management by fostering a more equitable, diverse, and sustainable organizational environment that benefits both employees and the organization as a whole.

d. Inclusive Talent Retention

In today's competitive business landscape, organizations are increasingly recognizing the importance of inclusive talent management practices. One of the key drivers that can significantly enhance these practices is talent retention. Retaining diverse talent not only fosters a more inclusive workplace but also contributes to the overall success of an organization.

Talent retention refers to an organization's ability to keep its employees engaged and committed to their roles, thereby minimizing turnover. When companies prioritize retention, they create an environment where diverse employees feel valued and supported. According to a study by the Society for Human Resource Management (SHRM), organizations that implement effective retention strategies are more likely to cultivate a diverse workforce, which in turn enhances innovation and problem-solving capabilities (SHRM, 2021). This is particularly crucial in inclusive talent management, where the goal is to ensure that all employees, regardless of their background, have equal opportunities to thrive.

Moreover, retaining talent allows organizations to build a strong sense of community and belonging among employees. When individuals from various backgrounds stay with a company for longer periods, they contribute to a more stable and cohesive workplace culture. As highlighted by a report from McKinsey & Company, companies with diverse teams are 35% more likely to outperform their competitors (McKinsey, 2020). This performance boost can be attributed to the unique perspectives and experiences that diverse employees bring, which are more likely to be harnessed in an inclusive environment that values retention.

Additionally, talent retention can lead to better mentorship and leadership development opportunities within an organization. When diverse employees remain in their roles, they can mentor new hires and share their experiences, thereby promoting an inclusive culture. This mentorship not only aids in the professional growth of individuals but also reinforces the organization's commitment to diversity and inclusion. A study published in the Harvard Business Review found that organizations with strong mentorship programs see higher retention rates among diverse employees, further solidifying the link between talent retention and inclusive practices (HBR, 2019).

In conclusion, talent retention plays a pivotal role in enhancing inclusive talent management practices. By focusing on retaining diverse talent, organizations can create a more engaged and innovative workforce, foster a sense of belonging, and promote mentorship opportunities. As

companies strive to build inclusive cultures, prioritizing talent retention should be seen as a strategic imperative that ultimately drives organizational success.

Inclusive talent retention practices are essential for fostering a diverse and equitable workplace. These practices not only enhance employee satisfaction but also contribute to the overall effectiveness of an organization. To achieve successful inclusive talent retention, organizations can implement several strategies.

One effective practice is the establishment of Employee Resource Groups (ERGs). ERGs provide a platform for employees from similar backgrounds to connect, share experiences, and support one another. They create a sense of community and belonging, which is vital for retaining diverse talent. According to a report by Deloitte, organizations with strong ERGs have been shown to have higher retention rates among underrepresented groups, as these groups feel more engaged and valued within the organization (Deloitte, 2019).

Moreover, organizations should prioritize equitable career development opportunities. This includes offering training programs, mentorship, and sponsorship specifically designed for diverse employees. Research from McKinsey indicates that companies that actively promote equitable advancement opportunities see a significant increase in retention rates among diverse talent (McKinsey, 2021). By ensuring that all employees have access to growth and development, organizations can cultivate an inclusive environment that encourages long-term commitment.

Another critical aspect of inclusive talent retention is the implementation of regular feedback mechanisms. Organizations should create a culture where employees feel comfortable sharing their experiences and concerns. This can be achieved through surveys, focus groups, and one-on-one meetings. A study by Gallup found that organizations that actively seek and act on employee feedback experience lower turnover rates and higher employee engagement (Gallup, 2020). By listening to the voices of diverse employees, organizations can identify areas for improvement and make necessary adjustments to their retention strategies.

Additionally, organizations must ensure that their leadership is committed to diversity and inclusion. Leaders play a crucial role in shaping the workplace culture and setting the tone for inclusive practices. According to a report by the Center for Creative Leadership, organizations with diverse leadership teams are better positioned to retain diverse talent, as these leaders are more likely to understand and advocate for the needs of all employees (CCL, 2021). By fostering inclusive leadership, organizations can create an environment where all employees feel supported and valued.

In conclusion, inclusive talent retention practices are vital for organizations aiming to create a diverse and equitable workplace. By implementing strategies such as Employee Resource Groups,

equitable career development, regular feedback mechanisms, and inclusive leadership, organizations can enhance their ability to retain diverse talent. As the business landscape continues to evolve, prioritizing inclusive talent retention will not only benefit employees but also drive organizational success.

4. Digital Transformation And Inclusive Talent Management

Digital transformation has the potential to significantly enhance inclusive talent management by leveraging technology to create more equitable and accessible workplace environments. By integrating digital tools and platforms, organizations can streamline their recruitment processes, making them more transparent and fair, which is essential for attracting a diverse talent pool.

For instance, artificial intelligence (AI) can be utilized in the recruitment process to reduce biases that may arise from human judgment. AI algorithms can analyze resumes and applications based on skills and qualifications rather than demographic factors, thereby promoting a more diverse candidate selection (Baker, 2020). Additionally, digital platforms can facilitate remote work, allowing organizations to tap into talent from various geographical locations, including those who may have faced barriers to employment due to location or disability (Smith & Jones, 2021).

Moreover, digital transformation enables organizations to provide tailored training and development programs through e-learning platforms. These programs can be customized to meet the needs of diverse employees, ensuring that everyone has equal opportunities for professional growth (Lee, 2022). By utilizing data analytics, companies can also track employee performance and engagement, allowing for more personalized support and development plans that cater to individual strengths and weaknesses.

In conclusion, digital transformation can be a powerful catalyst for inclusive talent management by fostering equitable recruitment practices, enhancing accessibility through remote work, and providing personalized development opportunities. Organizations that embrace these digital tools will not only create a more inclusive workplace but also benefit from the diverse perspectives and ideas that a varied workforce brings.

Conclusion

The twelve-part webinar series on ASN talent management provided critical insights into the strategies necessary for fostering an inclusive, equitable, and sustainable public sector workforce in Indonesia. As the public sector faces increasingly complex challenges, the ability to cultivate a skilled, diverse, and motivated civil service becomes more essential than ever.

First, the series underscored the importance of inclusive talent management as a driver for social equity. By ensuring that all civil servants, regardless of location or background, have equal access to professional development opportunities, the public sector can improve its overall performance. The utilization of digital platforms to expand training access for civil servants in remote regions, as highlighted in several case studies, demonstrated a practical approach to bridging regional disparities. According to BPS (2023), rural civil servants have 30% less access to training compared to their urban counterparts, a gap that can be reduced through digital inclusion initiatives.

Second, addressing gender disparities in leadership roles remains a priority. Despite various efforts, women continue to be underrepresented in senior positions within Indonesia's public sector, occupying only 30% of leadership roles (BPS, 2023). The webinar series showcased successful initiatives, such as the Ministry of Finance's mentorship program for women, which increased female representation in leadership by 15%. Such programs should be expanded and gender-sensitive policies, including leadership quotas and support networks, need to be institutionalized across ministries and local governments to overcome the structural and cultural barriers that limit women's progression.

Third, the sustainability of public administration relies on continuous learning and adaptation. With the dynamic nature of governance, civil servants must continuously update their skills and competencies to remain effective. The introduction of continuous learning programs and the integration of digital transformation into talent management practices, as implemented by the National Civil Service Agency (LAN), are critical for ensuring the long-term responsiveness and efficiency of the civil service.

In conclusion, Indonesia's public sector must embrace innovative talent management strategies that promote social inclusion, gender equity, and sustainability. By implementing the recommendations from the webinar series—expanding digital platforms, addressing gender disparities, and institutionalizing continuous learning—Indonesia can build a civil service that is not only more effective but also reflective of the diverse society it serves. These strategies will be crucial as Indonesia works towards achieving the objectives of its National Bureaucratic Reform Plan and the Sustainable Development Goals (SDGs), ensuring that the public sector is equipped to meet the evolving needs of its citizens.

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