



The Influence of Talent Management on The Performance of/Civil Servants in Indonesia

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Abstract

Background. In this era of bureaucratic transformation and the digitalization of public services, the State Civil Apparatus (ASN) is increasingly required to become more adaptive, professional, and highly competitive in fulfilling its duties to serve the community.

Aims. To address these challenges, a strategic approach is necessary in ASN management, one of which is the implementation of talent management.

Methods. This study employs a Systematic Literature Review (SLR) as a research method, beginning with identifying the problems to be discussed. This study addresses the influence of talent management on the performance of civil servants in Indonesia. The next step is to select relevant literature to discuss the issue, taking into account certain limitations under the established conditions. The search for journal literature in this study utilizes the Publish or Perish (PoP) application. Once the literature has been collected, the next step is to identify the details of some of the literature to get information related to the topic being sought.

Result. The results were obtained from 11 articles related to the sought topics, which stated that talent management has a significant influence on the performance of civil servants in Indonesia. However, in its implementation, it still faces several obstacles, such as limited resources, budget constraints, and a lack of support from leadership. Therefore, to make talent management more effective, improvements are needed in policies, resource management, and communication between organizational units.

Conclusion. Overall, this research demonstrates that effective talent management not only enhances individual performance but also contributes to the achievement of organizational goals.

Implementation. Therefore, the government needs to strengthen talent management policies to ensure that the performance of ASN continues to improve in line with the times.

Keywords: ASN, ASN performance, Talent Management, Publish or Perish (PoP), Systematic Literature Review (SLR);

INTRODUCTION

Human resources are the main asset and key variable in the implementation of the organization, and the Government Agencies (Sunari & Hamizar, 2023). The importance of the existence of reliable human resources in an organization in this era of globalization requires

employees with high performance. Therefore, organizations need proactive employees who have high initiative and have complete responsibility for the development of the company and their careers. The existence of employees is needed to achieve the success of the desired vision. The success of the company is very dependent on employees who are enthusiastic about developing their knowledge (Fatikhah & Andriani, 2024). Employee performance is essential to improve and advance the company's business. Organizations need to put employees in the proper position so that their performance can be maximized. It is no less important to understand employee performance in order to increase organizational productivity (Ardiansyah, Edward, & Rosita, 2021).

Improving employee performance, especially in the government environment, is often the focus of bureaucratic reform. Bureaucratic reform is a national strategic agenda that aims to realize clean, effective, efficient, and accountable governance. The implementation of bureaucratic reform policies is carried out to increase the effectiveness of governance and play an important role in encouraging national development. (Sembring, Sembiring, & Sembiring, 2022). In the context of implementing bureaucratic reform in Indonesia, improving the quality of human resources of the apparatus is one of the main pillars that greatly determines the success of institutional transformation and public services. Human resources apparatus, as well, is an important factor in order to achieve an efficient and effective work mechanism, because the apparatus is the subject of every government activity. (Scott, 2024). The human resources who work in the government environment are often referred to as the State Civil Apparatus (ASN) or what used to be more often called Civil Land (PNS). According to Law Number 5 of 2014 concerning ASN, the State Civil Apparatus (ASN) is defined as a profession for civil servants and government employees with employment agreements who work in government agencies (Pramesti & Susiloadi, 2023). This law not only regulates personnel administration issues but rather personnel management, starting from the recruitment process, education and training of personnel as well as clear career development and development in carrying out their duties and functions, in addition to obtaining rights as described in Article 21 (Basuki, Rajab, & Silitonga, 2024). ASN, as the driving force of bureaucracy, is required to have high performance, optimal productivity, and adaptive competence in responding to the challenges of an increasingly dynamic era (KemenPAN-RB, 2020). However, various evaluations show that the performance and productivity of civil servants in various government agencies are still not fully optimal. Many factors are the causes, ranging from a competency-based employee placement system, a lack of a structured career development mechanism, to a weak reward and performance

recognition system. This shows the need for a new approach in managing ASN human resources, which is not only administrative but also strategic and oriented towards achieving overall organizational performance.

Especially in the era of bureaucratic transformation and digitalization of public services that are increasingly developing like today, ASN is increasingly required to become more adaptive, professional, and highly competitive human resources in carrying out their duties to serve the community. To answer these challenges, a strategic approach is needed in the management of ASN, one of which is through the implementation of talent management. Talent management is an integrated system that aims to identify, develop, and retain employees with the best potential and performance to support the achievement of organizational goals in a sustainable manner (Silzer & Dowell, 2010). Talent management, or Talent Management, is an important strategy in ensuring the performance of ASN reaches optimal standards. In the context of government in Indonesia, improving the performance of civil servants is a priority in order to realize effective and efficient public services. Talent management is one of the efforts of the management of the state civil apparatus to obtain talent that is prioritized to occupy certain positions (Febrianto, 2021).

Talent management can also be used to get high-performing future leaders who support a merit-based ASN Management system. Talent management is used to attract, identify, develop, promote, and retain high-potential civil servants as valuable assets (*high potential as a valuable asset*) for organizations. (Dewi, 2020). The merit system can be seen as a further elaboration of the approach of *Strategic Human Resources Management* (SHRM). The merit system makes human resource management no longer rely on administrative affairs alone but also begins to encourage showing performance, because all forms of assessment are based only on qualifications, performance, and competency standards. (Norwegian, 2019). Qualified leaders in the future are indispensable for organizations in achieving their vision. Especially now in some organizations or government institutions, there has been a phenomenon known as "Generation Gap," where the number of employees who have entered the retirement age limit tends to increase. This phenomenon occurs due to the limited number of qualified human resources, so human resource development is needed to obtain quality human resources. (Massingham & Chandrakumara, 2019).

Talent management, as an approach that involves planning, developing, and retaining high-potential individuals, is key to sustainable HR management. In Indonesia, with a large number of civil servants and high public responsibilities, implementing effective talent

management is considered a solution for creating high-performing, innovative, and competitive civil servants in the face of globalization and technological developments. The implementation of talent management has also been accommodated within the framework of government policy through the PAN-RB Ministerial Regulation Number 3 of 2020 concerning ASN Talent Management, which emphasizes the importance of career management based on potential and performance. Thus, talent management cannot be separated from efforts to improve the performance and productivity of civil servants as an integral part of sustainable bureaucratic reform.

This study aims to analyze how the application of talent management has a direct effect on improving the performance of ASN. Therefore, it is important to study the relationship between talent management and increasing the productivity of civil servants. This research not only aims to explore the extent of the effectiveness of talent management strategies in improving ASN performance, but also to provide applicable policy recommendations to support the realization of a professional, dynamic, and highly competitive bureaucracy in the era of reform and digital transformation of government. The formula is written separately, not in the sentence, and is numbered on the right. The formula is written using Microsoft equations.

LITERATURE REVIEW

Talent Management

Talent Management is a strategic approach that focuses on identifying, developing, and retaining high-potential individuals within an organization. According to (Collings & Mellahi, 2009)"Talent Management is not only related to the recruitment process, but also to the development of skills and career improvement of employees". In the context of civil servants/civil servants in Indonesia, the implementation of good Talent Management is believed to improve the performance of individuals and organizations as a whole.

There are four indicators in the talent management variable. The first is the opportunity for growth and learning. This includes activities such as planning and selection of human resources. The goal is to ensure that the organization has a pool of talented personnel. Second, compensation and benefits are believed to improve employee performance. Then the environment and work policies, or in other words, a positive work culture, can improve employee performance. Moreover, fourth, management support involves the presence of a human leader who acts as a role model for their employees. (Scott, 2019).

In research (Hughes & Rog, 2008) It is stated that "organizations that implement talent management well will be able to improve work efficiency and achieve organizational goals more effectively". For ASN in Indonesia, the implementation of this strategy will encourage motivation, commitment, and productivity of employee performance. The implementation of optimal talent management in ASN includes several important components:

1. Selective Recruitment: Identifying candidates with the greatest potential for development.
2. Competency Development: Through continuous training and professional development.
3. Retention: Creating a work environment that supports career development, so that high-potential civil servants remain in the organization.

Employee Performance

Performance shows how well a company or organization's goals are being achieved. According to Lijan Poltak Sinambela's Theory (2019), performance is the ability of an employee to perform a specific skill or expertise. A worker's performance helps determine their ability to complete tasks. According to Indonesian Government Regulation Number 30 of 2019 concerning the Performance of the State Civil Apparatus (ASN), the work performance of an ASN is the result of their work under an organization or unit that is under the objectives of ASN performance and work behavior. An ASN is also given a performance plan and annual targets that must be achieved in the form of Employee Performance Targets (SKP).

Additionally, civil servants can utilize the Community Satisfaction Index (IKM) to evaluate how effectively their services align with community standards and expectations over a specified period. Performance is also the result of work shown by a person according to their work and responsibilities. Therefore, the implementation of a sustainable award and punishment system, along with a strict supervision and control system, has a significant impact on the performance and efficiency of civil servants in providing public services. (Sugiyanto, Rahmawati, & Suarman, 2025).

An organization, agency, or company is formed to achieve a specific goal. Organizational behavior and attitudes are very influential in achieving these goals. Assessing employee performance, or their ability to complete tasks or roles assigned by the organization, is a common activity that organizations undertake. (Falah & Ayuningtias, 2020). According to (Suwati, 2013) Employee performance is the result of work that encompasses the quality and quantity achieved by a person in carrying out their duties per their responsibilities. Meanwhile, according to (Arianty, 2014) Work is the result achieved by a person in completing tasks

assigned to them, based on their ability, seriousness, and time. Performance consists of three important components: the ability and interests of the worker, the acceptance of the explanation of tasks and roles, and the level of motivation of the worker.

Based on some of the above definitions of data, it can be concluded that employee performance is defined as the result of carrying out the tasks assigned to employees under the set criteria. Human resources are the most important component to achieve good performance. Good planning will be in vain if workers are not qualified and unenthusiastic. Viewed in terms of quality and quantity felt by the company, the work of an employee must be able to make a significant contribution to the company. The results of the work must be of great benefit to the company's current and future interests (Jufrizen & Hadi, 2021).

METHODS

This study uses *Systematic Literature Review* (SLR) as a research method, starting with looking for problems to be discussed. Moreover, this study will discuss the influence of talent management on the performance of civil servants in Indonesia. The next step is to select relevant literature to discuss the problem, with specific limitations according to predetermined conditions. The search for literature journals in this study utilizes *the Publish or Perish* (PoP) application. Once the literature has been collected, the next step is to identify the details of some of the literature to get relevant information about the topic being sought.

The approach of the Systematic Literature Review (SLR) itself, proposed by Tranfield et al. (2003), aims to answer research questions comprehensively and thoroughly. Identification, research, evaluation, and interpretation of available research are the means used to apply this method. The researcher examined articles relevant to the research question. Due to its ability to provide rigorous, honest, and unbiased research reviews, systematic literature reviews (SLR) have become an increasingly popular method in the field of management and organizations. (Alifah et al., 2023). Applying pre-defined quality criteria, the SLR assesses all relevant studies and extracts findings that are deemed "good enough" quality (Van Rooyen et al., 2012). This rigorous process allows researchers to identify key scientific contributions in the area of research under review (Becheikh et al., 2006).

The application of SLR in this study aims to provide an objective and comprehensive overview of research development, implementation, and promising areas for future research related to the topic to be discussed. By following strict SLR procedures, it can minimize bias and ensure that all relevant and quality studies are considered in this review. This is important

to improve the validity and reliability of the findings produced. Each process is reviewed in an organized and systematic manner by following the steps that have been determined. (Triandini, Jayanatha, Indrawan, Putra, & Iswara, 2019). After that, the researcher conducts a thorough examination of the articles that have been evaluated. *Systematic Literature Review* using five steps: (1) creating research questions; (2) identify and collect articles that are appropriate to the research question; (3) carry out inclusion, classification, and exclusion/evaluation by selecting articles that have been collected; (4) display and process data; and (5) interpret the results of the research in the article (Nurfadilah, Hakim, & Nurropidah, 2022) (Fitriani & Putra, 2022).

The first step is to determine the theme to be studied. The theme of this research is to take the theme "The Influence of Talent Management on the Performance of Civil Servants/Civil Servants in Indonesia" as a topic to be used in the research. Literature study data collection was carried out by searching for Google Scholar articles through *the Publish or Perish* (PoP) application using *the keyword* "Talent Management on ASN performance". Articles limit the number of articles to 200 from 2019 to 2024. Then, it is filtered through the selection stages one by one based on the article's content. After analysis, 51 articles were found that were suitable, namely the system for implementing talent management in ASN. Then it was filtered back into 38 articles, which were journal articles. Furthermore, from 38 articles, the most relevant articles will be selected for the topic being researched. Out of 38 articles, 11 articles were selected that will be reviewed, analyzed, and reviewed in detail, and related to the theme being researched. The following is a chart of the stages carried out by the researcher in conducting an SLR literature study through PoP.

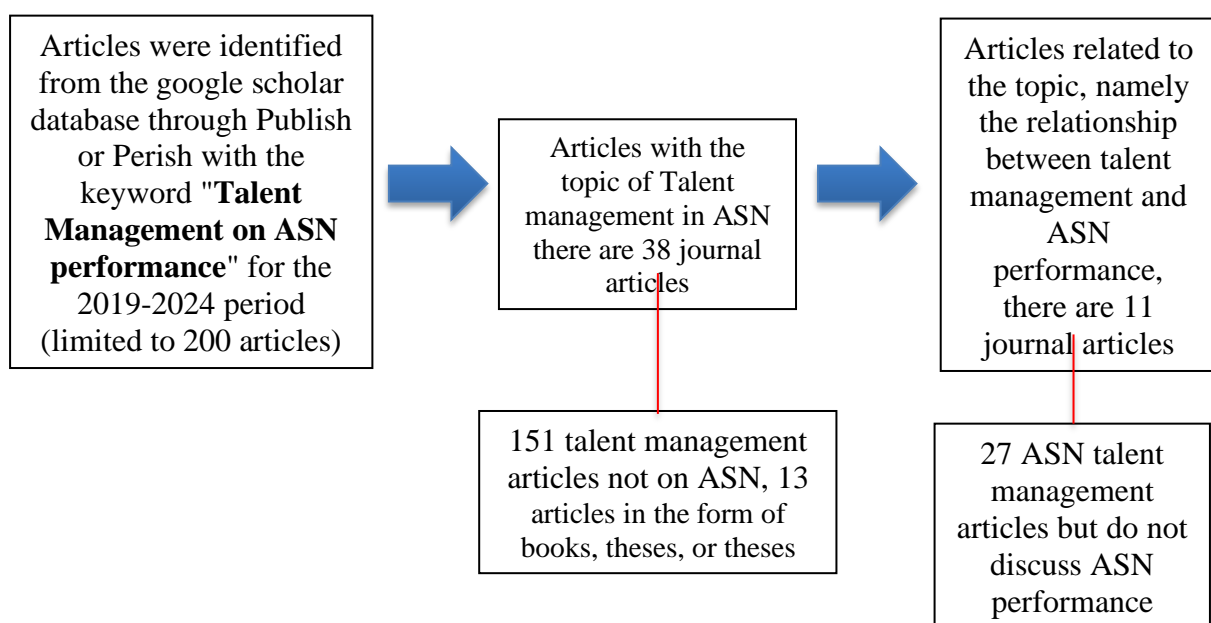


Figure 1. Flow Diagram of the Article Screening Process in the Stages *Systematic Literature Review* (Musdary et al., 2021)

DISCUSSION

From the results of the screening using the Publish or Perish (PoP) application, 8 journal articles related to the topic of the influence of talent management on the performance of ASN in Indonesia were obtained.

Table 1. The Influence of Talent Management on the Performance of Civil Servants/Civil Servants in Indonesia

Method	Author/Year	Heading	Purpose	Result
Quantitative	M. Naely Azhad and Lisa Mahayanti/ 2022	Talent Management and Career Developers Affect Employee Performance	Examining the influence of talent management and career development on employee performance. This research can contribute to improving employee performance	Talent management and career development have a simultaneous positive effect on employee performance, accounting for 68.7% of the changes in employee performance. Therefore, organizations should focus more on talent management and career development programs to improve performance and achieve strategic goals
Descriptive qualitative with an inductive approach	Reni Fidianingrum and Fat Sukarno/ 2021	Talent Management Development Analysis Against Employee Performance at the Regional Civil Service Agency East Java Province	Knowing the influence of talent management, such as recruitment, training, compensation, and competency to the performance of the Agency's employees Regional Civil Service of East Java Province	Recruitment, training, and competencies have a positive effect on employee performance at the East Java Provincial Regional Civil Service Agency, while compensation has not had an effect on the performance of employees of the Regional Civil Service Agency of East Java Province.
Quantitative	Muh Asnawir, Siti Mariyam, and Erwin Purbosaputro/ 2023	The Influence of Talent Management and Management Knowledge of Employee Performance (Case Study at the Regional Office of the Directorate General of Taxes Central Java II)	Knowing how talent management and knowledge management affect Staff at the Directorate General of Taxes of Central Java II	Talent management and knowledge management have a positive effect both partially and simultaneously on the performance of employees at the DGT Regional Office of Central Java II, and the implementation of competency development programs (soft skills and hard skills) greatly supports the performance of tax revenue and security
Qualitative with a descriptive approach	Zebua, et al/ 2024	Analysis of the Application of Talent Management in Improving Teacher Performance At UPTD SD Negeri 070989 Hilinaa, Gunungsitoli City	Analyze The application of talent management to improve teacher performance and to analyze factors which affects the performance of teachers at UPTD SD Negeri 070989 Hilinaa, Gunungsitoli City	The implementation of talent management still needs to be improved, especially in teacher selection, placement, and development, and the factors of dedication, professional development, communication, public relations, and welfare greatly affect teacher performance

Quantitative	Ida Sirfa Bikiou and Robinhot Sagala / 2024	Employee Performance Analysis Through Talent Management and Discipline and Commitment as Mediation Variables in the Agency Financial and Asset Management of Mountainous Regency Arfak	analyze the performance of employees of the Regional Financial and Asset Management Agency Arfak Mountains Regency in relation to talent management, discipline, and work commitment	Talent management has a positive effect on discipline, work commitment, and directly on employee performance at BPKAD Pegunungan Arfak Regency, but talent management alone is not enough; Organizations also need to focus on building employee commitment and discipline so that performance improvement efforts become more effective and sustainable
Qualitative research that uses a literature study approach	Eny Suryani and Titi Stiawati / 2024	The Urgency of Talent Management in Efforts Accelerating the Transformation of Public Organizations	Explaining the importance of implementing talent management as an effort to accelerate the transformation of public organizations, especially in supporting bureaucratic reform and improving the quality of public services	Talent management is essential to accelerate the transformation of public organizations. With talent management, organizations can increase productivity, service quality, competitiveness, innovation, and readiness to face change. It also supports bureaucratic reform towards a more professional, clean, efficient, and effective government.
Quantitative	Sarlota Singerin, Beatrix Tomasila, and Estin I. March / 2024	The Relationship between Talent Management and Teacher Performance (Study at Siwalima Ambon State High School)	Knowing the relationship between talent management and teacher performance at SMA Negeri Siwalima Ambon	A positive and significant relationship exists between talent management and teacher performance at SMA Negeri Siwalima Ambon, where improvements in talent management directly contribute to enhanced teacher performance.
Quantitative	Pringadi Abdi Surya, Sriati, and Abdul Nadjib / 2024	The Influence of Talent Management on Performance Employees with Retention as a Variable Intervening in the Directorate General Treasury	Analyze the relationship between talent management, employee retention, and performance Officers at the Directorate General of Treasury	Talent management has a positive effect on employee retention and performance at DJPb, where the key factors that strengthen the relationship between talent management and performance are employee retention and a clear mission strategy, a fair reward system, and sustainable career development, need to be improved to improve employee retention and performance
Qualitative with a descriptive approach	Rahmat Suparman and Sherwin Mikhael Soantahon / 2022	Integration of Talent Management with ASN Competency Development	Formulating conceptual and alternative frameworks Policy advice related to the integration of talent management with the development of competence of the State Civil Apparatus in government agencies	Many government agencies have not integrated talent management with competency development programs effectively. As a result, ASN training is only based on position standards, not personalization based on individual potential. With the proper integration, the development program will be more accurate, on target, and increase the effectiveness of ASN performance.
Quantitative	Tesa Ivana and Faisal Marzuki / 2023	The Influence of HR Planning and Management	Know and prove the influence of human resource planning and talent management	HR planning and knowledge management have a significant positive effect on employee performance, while talent

		Talent and Knowledge Management Towards Employee Performance	and knowledge management of employee performance in Directorate of Financing, Ministry of Agriculture of the Republic of Indonesia	management has a positive but insignificant effect because its implementation has not been maximized in improving performance
Quantitative	Sumiati and Vilkades / 2023	The Influence of Talent Management and Motivation on Employee Work Performance at the Public Housing Office, Settlement and Land Office of West Sumatra Province	Analyzing talent management and motivation for employee performance at the West Sumatra Provincial Housing, Settlements, and Defense Office	Talent Management and work motivation have a positive and significant effect on work performance. Both variables are important in increasing employee productivity and work efficiency.

As explained in Table 1, the analysis reveals that talent management plays a significant role in enhancing the performance of ASN, with its application widely adopted in various government institutions, schools, and other government offices. With talent management, this has a positive effect on employee retention and performance at the DJPb as expressed by (Surya, Sriati, & Nadjib, 2024). According to (Singerin, Tomasila, & Maahury, 2024) There is a positive and significant relationship between talent management and teacher performance, where the improvement of talent management contributes directly to the improvement of teacher performance. The results of this study are based on the views of the (Sukoco & Fadillah, 2016) The relationship between talent management and good performance is the foundation for implementing and creating high-quality resources. The implementation of talent management still needs improvement, particularly in the areas of teacher selection, placement, and development. The factors of dedication, professional development, communication, public relations, and welfare significantly impact teacher performance. (Zebua, Mendrofa, Lase, Waruwu, & Halawa, 2024). Talent management is essential to accelerate the transformation of public organizations. With talent management, organizations can increase productivity, service quality, competitiveness, innovation, and readiness to face change. It also supports bureaucratic reform towards a more professional, clean, efficient, and effective government. (Suryani & Stiawati, 2024). Talent management has a positive effect on discipline, work commitment, and directly on employee performance. However, the role of talent management alone is not enough, and organizations also need to focus on building employee commitment and discipline so that performance improvement efforts become more effective and sustainable. (Bikiou & Sagala, 2024).

However, performance Good ASN can be achieved not only with talent management. Its integration with career development can simultaneously have a positive effect on employee

performance, improving performance and achieving strategic goals (Azhad & Mahayanti, 2022), in line with research conducted by Lewis and Heckman (2006) and Situmorang (2010), which suggests that talent management and career development enhance performance. Career development and talent management often refer to a set of procedures used by companies to identify, develop, and retain exceptional employees to achieve the company's vision and goals (Mengkuningtyas, 2020). Since career development depends on human resources for its survival, companies must carry it out with a mature and integrated plan (Winda, Nayati, & Arik, 2017). In addition, according to Fidianingrum and Sukarno (2021), recruitment, training, and competencies have a positive impact on the performance of civil servants. Effective recruitment can create professional human resources and enhance performance, while systematic training improves technical skills. It increases productivity, and competencies (knowledge, skills, and experience) contribute significantly to performance. Improving the quality of human resources through career development and training can lead to the creation of qualified employees, which can grow the company's productivity (Octaviani, Komariah, & Z, 2024). Talent Management and work motivation have a positive and significant effect on work performance. Both variables are important in increasing employee productivity and work efficiency (Sumiati & Vilkades, 2023).

However, to date, many government agencies have not effectively integrated talent management with competency development programs. As a result, ASN training is only based on position standards, not personalization based on individual potential. With the proper integration, the development program will be more accurate, on target, and increase the effectiveness of ASN performance. (Suparman & Soantahon, 2022). The integration of talent management and ASN competency development is crucial for achieving maximum organizational performance. A change is needed from a position-based training needs analysis system to a talent-based system for a more strategic and adaptive management of ASN competencies. To strengthen this, it can be achieved by implementing talent management-based AKPK (Competency Development Needs Analysis) in each agency. The implementation of talent management and competency development policies must be carried out synergistically, not separately.

In addition, the integration between talent management and knowledge management also has a positive effect, both partially and simultaneously, on employee performance at the DGT Regional Office of Central Java II, and the implementation of competency development programs (soft skills and hard skills) greatly supports admission performance. Talent

management is essential for attracting, developing, and retaining talented employees. Meanwhile, knowledge management supports performance improvement through the process of sharing and applying organizational knowledge. The combination of the two can significantly improve organizational performance (Asnawir, Mariyam, & Purbosaputro, 2023). In addition, according to Ivana and Marzuki (2023), talent management and knowledge management, in conjunction with HR planning, can also have a significant positive effect on employee performance. A structured HR procurement and maintenance system can enhance work effectiveness. Talent management is essential to accelerate the transformation of public organizations. With talent management, organizations can increase productivity, service quality, competitiveness, innovation, and readiness to face change. It also supports bureaucratic reform towards a more professional, clean, efficient, and effective government (Suryani & Stiawati, 2024). The role of policymakers and all elements of the agency can also determine the success of talent management. Several crucial points in sustainable socialization need to be developed. Some of the challenges that will be needed in the future are also a concern, so that the government can be more Aware of anticipating it (Afifah & Indriyani, 2024).

CONCLUSIONS

Talent management has a strategic role and has been proven to have a positive influence on improving employee performance in various agencies, both in the education and government sectors. Various studies have shown that implementing talent management can increase retention, productivity, discipline, work commitment, and the quality of public services. However, the effectiveness of talent management will be more optimal if it is integrated with career development, competency development, knowledge management, and HR planning. This integration allows for the identification and development of individual potential in a more personal and strategic manner, as well as to respond to the needs of dynamic agencies in facing the challenges of bureaucratic transformation and public administration reform. The use of approaches such as talent-based Competency Development Needs Analysis (AKPK) needs to be applied to support this.

However, there are still many agencies that have not integrated a comprehensive talent management program. A strong commitment from policymakers, continuous socialization, and careful planning are necessary for the effective and adaptive implementation of talent management to address future challenges. Therefore, talent management is not only a

performance improvement tool, but also the main driving force for bureaucratic reform and the transformation of public organizations that are professional, innovative, and highly competitive.

Overall, this research demonstrates that effective talent management not only enhances individual performance but also contributes to the achievement of organizational goals. Therefore, the government needs to strengthen talent management policies to ensure that the performance of ASN continues to improve in line with the times.

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