

Talent Management as An Effort to Realize High Performance of Public Service Employees

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Abstract

Purpose: The challenge for public institutions is to face a world where the production system is constantly changing, talent management offers added value in today's stringent framework, and it is necessary to bring about change by example, committed trust to abandon rigid and complex schemes in public institutions; In Indonesia, the primary Institution in Human Resource Management is the Ministry of Administrative Reform/Bureaucratic Reform.

Methodology: This research is a descriptive method with a qualitative approach.

Findings: The application of talent management in the state civil apparatus is to establish reasons that prevent or limit their ability to achieve high performance in the state civil apparatus because high performance is the main generator and motor action that leads to the production or supply of goods or services, meeting the recipient's Human Needs. The direct benefits of improving their working conditions, becoming public servants, and fulfilling jobs improve people's lives, develop their ambitions, and become targets for all countries. The challenge for Indonesia is to improve services in the current public sector, Combining the basic concept of good service that will only deliver what good state civil servants are committed to customer-focused change.

Keywords: *Talent Management; State Civil Apparatus (ASN); Public Service; High Performance.*

INTRODUCTION

This change in the global environment has changed the way we view time and distance, as well as opening up new perspectives based on Human Talent developing in a highly changing environment, where technology is rapidly running out and with it their income and competitive advantage, which are obliged to find alternatives to overcome them and remain sustainable in international competition, achieve standardized levels of efficiency, effectiveness, and quality for their activities, a strategic management approach is needed that aims to obtain maximum value creation for the community. Servants, clients,

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and districts are subject to National Development Plans and good living regimes (Shrivastava, 1995; Amit & Belcourt, 1999; Luthans et al., 2007; Bontis & Fitz-enz, 2002).

Government Regulation 11 of 2017 about the Management of Civil State Apparatus specifies the Talent Management Policy for the Indonesian Bureaucracy. Article 134, paragraph 2, letter d, stipulates that the Merit System implemented in the Management of Civil State Civil Apparatuses must have career management comprising planning, development, career patterns, and succession plan groups derived from talent management (Sobandi, 2020; Rakhmawanto, 2020; Suryanto & Darto, 2020).

This policy was formed roughly five years ago, however its implementation remains incomplete until this day. As the initial step in implementing Talent Management, a number of agencies have recently undertaken competency evaluations. Some organizations have engaged in talent development without first doing direct talent recruitment. There are even organizations that have not engaged in talent management. The recruitment of High Leadership Positions (HLP) policy was well received by ministries, institutions, and local governments in accordance to the mandate of Law No. 5 of 2014. Almost every agency presently has a selection (open recruitment) for filling JPT positions. The need to execute talent management, however, which is mandated by this law, has not received significant consideration from virtually all government agencies (Khobiburrohma et al., 2020; Puspitapuri, 2017).

In addition to policy arguments, the importance of implementing Talent Management in the Bureaucracy in Indonesia is also because Talent Management is one of the systems that supports the development of high-performance organizations. When bureaucratic organizations are encouraged to improve their performance, competent human resources who will occupy important positions in every bureaucratic position are needed. Through a talent management system, a transparent and fair selection process will be built in a system, so that people who have the best potential and capacity automatically have more significant opportunities to pursue better and faster careers (Chugh & Bhatnagar, 2006; Collings & Mellahi, 2009; Buckingham & Goodall, 2015).

Due to globalization, complexity, and volatility in the global environment, the process of organizational change has become critical for public organizations that must react to the requirements of citizens, the generation of collective welfare, and community development. In addition, their efficiency and effectiveness must include social justice, excellence, and sustainability, despite the fact that they must do so from new public management criteria to old economic criteria (Frederickson, 1980; Mathiasen, 1999). This principle is extremely applicable in the public sector because if the mentality of the people does not change, they will resuscitate old structures, old regulations, and old procedures and formalities; in short, the old management style. Determine the contribution that human resource management can make to the accomplishment of the State's mission and how it may be

executed differently (Rosenbloom et al., 2009; Lorenz, 2012). This study aims to identify the characteristics of talent management in the public sector, as well as the factors that prevent or limit its ability to influence the human resource management of public entities in the Republic of Indonesia.

METHOD

In this particular piece of research, a qualitative approach was taken, whereas a descriptive method was utilized for the writing process. Because the author wishes to highlight the difficulties and obstacles encountered while implementing Talent Management to civil servants in the public sector, both at the central government level and at the local government level, this method has been used. With the help of this approach, it is envisaged that a full and detailed image of the prospects for successful application of the Talent Management concept in the public sector may be obtained. The collecting of data takes place through research and literature found in libraries, as well as through the use of textbooks, study reports, and articles published in scientific publications (Moloeng, 2007).

RESULT AND DISCUSSION

Need for Talent Management

Globalization is a large-scale economic, technological, social, and cultural process that consists of the evolving communication and interdependence of the various countries of the world. It does this by bringing together the various countries' markets, societies, and cultures by means of a series of social, economic, and political transformations, which gives them a global character. With the competitiveness imperative that has been embedded in companies, globalization has an effect on the management of human talent. This has given rise to a shared thought that the competitiveness of companies and nations is only possible to the extent that international markets are penetrated with high-quality products and services (Waddock et al., 2002). This has an impact on the imagination formed and created by companies about what competitiveness is and what competitive tactics they must follow in order to be successful in national and worldwide marketplaces. This has an impact on the imagination created and created by companies. The management of human talent is one of these various strategies. and within it, many strategies and trends emerge all around the world (Avedon & Scholes, 2010).

Daft (2015), for his part, considers that organizations should be designed as open systems, but without neglecting their internal processes at all times, because in one way or another, their internal interactions enable them to survive in an ever-increasing life successfully. Competitive environment. For this reason, Talent management is especially relevant in a globalized world where the human aspect of management can be a differentiating factor that enables an organization to be more successful than its competitors. In this case, Bethke-Langenegger et al. (2011) explain the various

components of Talent management in the current era, concluding that strategic planning for talent management is a determining variable in organizational success.

Effective talent management is essential to achieve success in today's highly competitive business environment. Both the structure and the technology are straightforward to replicate. However, the people who work for an organization are the primary differentiating feature, regardless of whether the business is in the manufacturing or service sector, the public or private sector (Al Aina & Atan, 2020). All of these factors have a significant impact on the productivity of the company, the level of service it provides to its customers, the company's reputation, and its ability to continue in business. The quality of the employees who work for the company, the spirit and adequate organizational culture that exist within it, will make their work satisfying, and they will assume that the treatment they receive is fair; all of these factors have an important influence on the company's ability to continue in business. In today's highly competitive corporate environment, people are absolutely necessary (Lewis & Heckman, 2006).

The knowledge society, globalization, the development of network activities, new technologies, and, ultimately, new business trends place business professionals, along with processes, at the center of the assets of companies and organizations, as the main elements of differentiation in the market. Human Talent Professional immersed in the organization, in its potential, capacity, feelings, and emotions, generating added value and differentiating aspects of each organization, little used to this new situation and without sufficient preparation to face the situation, who have to improvise the means to supply his organization with inputs humans needed for its operations (Abdullah & Abubakar, 2017).

As can be seen, Human Talent continues to manage functions related to employee recruitment, remuneration administration, and relations with them in terms of attention, discipline, and negotiation of working conditions, to lead to the improvement of organizational efficiency. Terms of developing employees and their culture. The structure and intellectual capital of this new economy imposed in the process of globalization, "the main engine of value creation is no longer the production of goods, but the generation, transmission, and application of knowledge, an increasing proportion of production having an intangible character: goods and services based on the exploitation of ideas rather than material manipulation (Sisson & Storey, 2000).

The transformation in question takes place in a context characterized by a dizzying rhythm by which scientific knowledge is broadened and deepened and the reduction in time between its emergence in the productive process and the acquisition of financial results from the same process which manifests a higher level of development of the productive forces and which gives rise to problems of the impact of knowledge. to the production process or service. The demonstrated ability of state civil servants to effectively direct various

types of organizations with expert knowledge, trained to promote and lead the development of organizations, to achieve their leadership, and knowledge concerning economic, legal, political, social, and labor markets. Country and its context (Cummings & Worley, 2014).

Following the conception that assumes that competence is the central axis in organizations, Gareis & Huemann (2006) propose entrepreneurial training that is based on personal competence and knowledge, placing both concepts in the same field and establishing their interdependent relationships. This is done in order to follow the conception that assumes competence is the central axis in organizations. Talent management is the foundation of the organization because it influences all administrative scaffolding and decision-making. This fact, combined with the new conditions imposed by globalization, makes it urgent to study various management styles, as well as to propose and define human management strategies that improve the performance of the state civil apparatus in Indonesia. Talent management is the cornerstone of the organization because it influences all administrative scaffolding and decision-making.

Talent Management in the Public Sector

The term Human Talent will be used to deepen knowledge, experience, motivation, vocational interests, talents, attitudes, skills, potential, health, etc. Talent Management defines a talented professional as "a committed professional who practices their abilities to obtain superior results in a particular environment and organization." In other words, the raw material makes up organizational talent (Dries, 2013).

The company of today is not the same as yesterday; the changes that occur every day in the world have a well-known influence on the daily actions of every company; With this, each of its components must be shaped to adapt to these changes optimally. These changes can occur in people individually or as a group to improve their skills, knowledge, and attitudes. Technological change is the application of new ways to turn resources into products or services (Tang & Murphy, 2012).

In implementing changes, it is necessary to plan activities, and time, assign responsibility to those in charge of change, and obtain human, technical, economic, and physical resources to evaluate the process. Each productive factor must work in harmony, effectively achieving the goals of these changes; and this is where the treatment of human resources as human capital is a factor that must be considered to increase their capacity and talent to the point where they are found as a factor capable of being themselves. -sufficient, himself and gives the best of his work, is satisfied with what he does (Wright & McMahan, 2011).

Talented individuals are the driving force behind innovation in any company. As a result, people are accountable for the organization's product and service development, quality assurance, distribution, budgeting, and strategy formulation and execution. Without effective

workers, a company will fail to succeed. Human resource managers are responsible for shaping the dynamic between their company and its staff (Goldenberg et al., 1999).

Talent management is a subfield of human resources that has developed in response to the increasing difficulty and breadth of organizational responsibilities since the early 20th century, mostly as a result of the effects of the Industrial Revolution. Traditional period of industrialization: A pyramidal phenomenon characterized the organizational structure of the time, with a bureaucratic model supported by centralized decisions in senior management and in the formation of internal regulations that would facilitate the discipline and standardization of employees' behavior within the organization (Pandita & Ray, 2018).

It has come to the attention of the Institution's leadership that a significant number of state civil servants are dissatisfied with their current position or with the prevailing organizational climate at the time. Considering the changes occurring in the work force, the issue will become more pressing over time. This is why the significance of talent management is emphasized in order to achieve a balance between individuals and companies. Today, Human Talent Administration is considered the key to an institution's success, and its administration is intrinsic to the manager's personality. By managing Human Talent, efficient institutions contribute to a higher quality of work life in which employees are motivated to carry out their responsibilities, hence reducing absenteeism costs and workforce fluctuations (Boudreau & Ramstad, 2005).

Talent management is a process that seeks to develop and integrate new workforce employees, highlighting those with exceptional potential. Work entities engage in talent management by implementing methods for locating, attracting, selecting, training, developing, retaining, promoting, and mobilizing personnel within an organization. Profit, customer satisfaction, quality, productivity, cost, and cycle time were identified as significant economic benefits by research undertaken to determine the worth of such a system within the organization (Kasemsap, 2016).

Within the available resources to institutions, the significance of Human Talent associated with reputation, such as quality or customer service, is gaining prominence. In recent years, agency personnel has shifted from being viewed just as a cost factor to being viewed as one of the institution's most important assets and the asset most likely to generate profitability and sustain a competitive edge (Darai et al., 2014).

Increasingly, success is dependent on the efficient management of Human Talent. The architecture and technologies are easily replicable. However, the distinguishing characteristic of an institution is its people. The quality of the agency's personnel, their excitement and job happiness, and their perception that they are treated fairly have a significant impact on the University's productivity, the quality of service it delivers to its clients, its reputation, and its ability to survive. In

today's competitive economy, individuals are the most significant factor. Effective management is the duty of all directors across all functional areas, including the Human Talent department, due to the importance of Human Talent to every aspect of the Institution (Scullion & Collings, 2006).

It is crucial to develop methods and procedures for monitoring and controlling the search for Human Talent, as well as for attracting and recruiting competent employees with competitive training. Manage and establish a competitive wage. Pursue training and development opportunities, implement performance management methods, implement retention initiatives, and handle promotions and transfers. Institutions require a collection of adequately managed resources and elements to achieve their objectives, making it easier for them to do so (Nilsson & Ellstrom, 2012).

Talent Management in State Civil Apparatus

The state civil apparatus (ASN) is an essential milestone in the running of the government process. In realizing good governance, ASN's role is needed to implement existing public policies and services. The human resources of competent ASN employees can be realized through professional management, have fundamental, ethical, professional values, and are clean from the practice of KKN. In realizing quality ASN employees, the government has a strategy through talent management. Talent management is a strategy for developing human resources (HR) through talent or talents (Kravariti & Johnston, 2020).

Human talent is a fundamental pillar of the new society we are building; From early education to higher education, we must train timely, honest, and excellent professionals who seek continuous improvement to do things very well, as stated in the vision of the Ministry of Administrative Reform and bureaucratic reform. Knowledge and Human Talent Coordination: talent management in the public sector focuses on personnel administration, and little progress has been made in strategic management of the region and its contribution to achieving institutional goals. Civil servants repeatedly did not receive recognition; instead, it is unfairly generalized and characterized as inefficient, incapable, and dishonest (Suparman & Soantahon, 2022). Coupled with the lack of public culture and service in the state civil service, the problems from the management point of view of these officials are not only technical: they must be motivated to develop skills to respond to their expectations. On them because of the public service positions they hold. A fundamental problem of a social and political nature: transforming the context in which officials work so that the lack of motivation stemming from the crisis of legitimacy experienced by the State is replaced by pride in being part of an effectively committed entitled to social change (Sobandi, 2019)

This organization's talent is a trait possessed by individuals who possess values and are essential to its success. According to Rampersad (2006), talent management is an organization management strategy that effectively realizes the complete growth of each employee and

maximizes talent usage. In addition, talent management in the Regulation of the Minister of ASN Empowerment and Bureaucratic Reform of the Republic of Indonesia No. 3 of 2020 is a system in career management consisting of the stages of acquisition, development, retention, and placement of talents that are prioritized to fill positions based on the highest level of potential and performance, and are carried out effectively to meet needs within the context of accelerating national development.

To enhance the skills of professionals, they are supported by workshops to disseminate Strategic Planning, Structure, and Feedback from Internal Clients, including the preparation of individual visual materials, exhibitions, teamwork, and integration dynamics. Talent management Internal Regulation contains a description of the Talent management subsystem. Job Description, Classification, and Assessment Manual, in which we will clarify their mission, activities, interfaces, knowledge, abilities, skills, skill profile, complexity, responsibilities, and job appraisal according to the organic structure. The Code of Ethics, which functions to regulate the behavior of institutional collaborators, produces an organizational culture that follows institutional values (Kozjek & Franca, 2020).

The focus areas of talent management are attracting, selecting, engaging, developing, retaining, and talent. Talent management may also refer to the phases of identifying, developing, and retaining the abilities of individuals within a business. Consequently, talent management has the following objectives: 1) improve the achievement of national development strategic goals and improve the quality of public services, 2) find and develop the best talents in filling positions as future leaders, 3) encourage professionalism in terms of positions, competencies, and talent performance as well as provide clarity and certainty for talent careers, 4) realizing an objective, planned, transparent, and accountable succession plan, and 5) ensuring that the best talent is identified and developed for future leadership positions.

ASN plays a crucial part in every public service and policy as the cornerstone to governance. Therefore, it is essential to enhance the quality of human resources. Smart ASN is a plan developed by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Kemenpan RB) to improve the performance and quality of ASN itself and to prepare ASN to respond to increasingly rapid technology advances. The government's Smart ASN implementation strategy is an illustration of the application of talent management. Starting with ASN planning, competency and career development, and remuneration, talent management is implemented based on a merit system that evaluates credentials, competencies, and performance.

In this case, applying an optimal merit system can produce human resources with the appropriate potential. Talent management will assign individuals with the right skills and talents to be placed in the correct position. In government agencies in Indonesia, talent management has been implemented and has a straightforward process for developing the talents of its ASN employees. Until now, talent

management has been successfully implemented by 24 government agencies which are used as role models for applying ASN talent management. The assessment process is based on a merit system index categorized as very good in 2020.

Talent management is a strategy for selecting individuals who are following their skills and talents to have a good effect on the performance of their employees. This can be said as something that the organization needs to determine and retain employees to achieve organizational goals in developing human resources. With talent management, you will get the best talents who can become future leaders and positions that support the core business of the organization or Institution to optimize achieving national development. The importance of talent management in ASN will be able to help encourage increased professionalism of talent performance and realize an objective, targeted, accountable succession plan to strengthen the merit system's implementation in the government institution itself.

In this case, employees will adapt and contribute significantly to the various innovations that each organization has improved. By implementing talent management, employees will always be enthusiastic about making breakthroughs that can improve the quality and competencies contained in the organization. In the public sector, it can be said that talent management will improve the quality and capabilities of ASN. Mainly in carrying out the government following the objectives. In addition, as a supporter of the development of quality human resources, have competitiveness, can adapt to changes that occur in supporting national development.

Otley (1999) argues that there are five essential components for evaluating talent management strategies:

1. Performance Management. Performance management is a process in which managers strive to achieve organizational goals, now and in the future, by improving the quality of the team and individual performance. Among the essential factors in successfully attracting talent is the use of work experience, mentoring, and increasing the potential of managers.
2. Employee Development. Employee development is a way to update employee knowledge, skills, and abilities. The results show that the costs incurred will be significantly reduced by maintaining the sustainability of talented individuals in the organization. One way to retain talented employees is to provide various opportunities so that employees can learn new skills and develop their abilities.
3. Awards and Recognition. Organizations evaluate employees' value through various strategies, policies, and processes. At the same time, institutions identify and encourage those already on the path to achieving organizational goals. With talent management, institutions have a basis for recognizing and rewarding talented employees. Proper regulation of reward systems attracts and retains talented employees.

4. Communication. Healthy employee interactions through words and body language are essential in an organization. Social relations help share concepts and exchange information and ideas. The quality of relationships in the organization makes it easier for employees to realize the right way to get work done and correct mistakes.
5. Open Climate and Culture. The concept of organizational climate refers to several specific characteristics that are unique to the organization, which distinguish it from other organizations and strongly influence employee behavior and organizational effectiveness. In other words, in the form of conceptions and feelings shared by employees following organizational goals with recognizable characteristics. Talented people are kings, now and in the future. In specific complex jobs, intelligent and talented employees are the key to organizational success (Capelli, 2008). Therefore, talented binding employees with effective talent management is essential in optimizing institutional performance and creating more competitive organizational conditions. Every organization has its environment, tasks, technology, human talents, management style, mission, goals, organizational climate, etc. (Dessler, 1996). There are three critical psychological principles in the cycle process of human resource integration and performance improvement; A subordinate can improve his job performance if he knows what is expected of him. Sufficient information should be provided on priorities, expected outcomes, evaluation methods, and available resources.

To improve their job performance, subordinates need feedback about their work. This is the most central principle because knowledge of the results is essential for improving and correcting position performance. A subordinate must have guidance and assistance to improve his job performance. The existing climate must support the attitude of superiors who act together with subordinates rather than just judging them. When these three principles are met, the person feels part of the organization's goals, improves their relationship with the boss of their position, and uses the necessary methods to improve current performance.

CONCLUSION

Talent management requires a cultural transformation, which allows the determination of people-focused strategies to promote the development of their talents and skills, which implies a change in mental, operational, and strategic models. The trend of Talent management is based on the high performance of the state civil apparatus in the organization. Today, the perspective of talent management for high-performance civil servants offers the possibility of discovering people who are immersed in the organization, in their potential, capacities, feelings, and emotions, generating added value and differentiating aspects of any organization that makes it more productive and competitive. The concept of Talent Management in the

public sector, especially ASN, is only part of the overall talent management. Although initially the concept of Talent Management was developed and implemented in the private sector, it can also be applied in ministries, institutions, and local governments. For this reason, a strategy is needed to evaluate talent management strategies, including performance management, employee development, awards and recognition, communication, and an open cultural climate.

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