

ARTICLE

Aiming for Tomorrow: Breakthrough Strategies in Public Sector Talent Management

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ABSTRACT

The West Java Provincial Government is adopting technology-driven talent management. This empirical study explores digital-based civil service talent management, emphasizing its role in supporting merit-based placement. Key steps involve digital models, employee profiling, talent mapping, and leveraging information systems. This digital approach yields comprehensive, measurable talent data and transforms HR management into a more objective and efficient process. Successful implementation depends on leadership commitment, HR capabilities, and robust IT infrastructure. Future research could explore the impact of these processes on individual and organizational performance. Policy recommendations for the West Java Province include enhancing leadership commitment to digital transformation in talent management, developing HR manager skills in digital systems and evidence-based decision-making, investing in IT infrastructure, integrating and standardizing talent management systems, and formulating sustainable policies for digital talent management development, including data privacy and security.

A. INTRODUCTION

Talent management (TM) is a prominent topic in modern human resource management (HRM). The concept gained prominence after McKinsey Consultants introduced the "war for talent" in the 1990s. This highlights organizations' struggle to find talented employees, particularly for critical strategic roles (Collings & Mellahi, 2009; Minbaeva & Collings, 2013). TM involves systematically attracting, identifying, developing, engaging, retaining, and deploying talents (CIPD, 2006; Scullion et al., 2010). Scholarly investigations predominantly examine TM within the context of private organizations. Research on TM primarily centres around private sector enterprises, particularly those operating globally (Thunnissen & Buttiens, 2017). On the other hand, public sector organizations indeed encounter unique human resource challenges. Among these, the unpopularity of specific public sector jobs stands out. These roles may struggle to attract and retain talent due to lower compensation, bureaucratic processes, and limited growth opportunities (Boselie et al., 2022). However, the existing concepts and assumptions in Talent Management (TM) literature predominantly stem from studies conducted within the context of private sector organizations and multinational corporations.

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Consequently, these frameworks may have limited applicability when analyzing TM within other contexts, such as public sector organizations (Lægneid et al., 2007). Given the distinct conditions and characteristics inherent to public sector entities, there is a recognized need for TM theories and practices that are specifically tailored to this unique organizational environment. Addressing these contextual variations is crucial for enhancing our understanding and effectively managing talent in diverse organizational settings beyond the private sector paradigm. The urgency in implementing TM within public sector organizations underscores its potential to yield favorable outcomes for the entities themselves, their workforce, and the beneficiaries of public services (Kravariti & Johnston, 2020). TM has the potential to facilitate substantive reform and foster organizational change (Reilly, 2018; Thunnissen & Buttiens, 2017). Another advantage lies in the public sector's capacity to accommodate employees' values, flexibility often constrained within the private sector work environment (Thunnissen, 2016).

Integrating Talent Management as a pivotal element within Strategic Human Capital Management (HCM) represents a crucial consideration and implementation priority within the frameworks of many public sector management systems (Khilji & Pierre, 2022). In the contemporary digital landscape, the imperative to integrate business processes with digital technologies extends to public sector management, particularly in TM. The digitalization of TM presents an opportunity for organizations to adopt a comprehensive and systematic approach across the entirety of the talent management lifecycle. Leveraging technological algorithms enables a standardized and measurable methodology, thereby mitigating subjectivity and minimizing human error in decision-making processes. This evolution underscores a professional commitment to enhancing efficiency and efficacy within public sector TM frameworks in alignment with modern organizational demands (Tams et al., 2014).

Based on the reviews, the research inquiry centres on adopting digital-based Talent Management within the West Java Provincial Government. This study explores the processes, stages, and determinants of success and the realized benefits of this implementation. The theoretical framework draws from an extensive literature review on digitizing talent management practices. It is imperative to emphasize the urgency and necessity of integrating digital-based talent management within governmental contexts. Traditional approaches to talent management have encountered challenges in areas such as talent identification, development, retention, transparency, and accountability. These challenges underscore the need to leverage digital technologies to enhance the efficacy and efficiency of human resource management practices. Digital-based TM is anticipated to yield enhancements that streamline processes while fostering greater transparency and accountability in HRM operations. These imperatives underscore the West Java Provincial Government's strategic imperative to embrace this transformative approach. Empirical studies were conducted to analyze and elucidate research findings to delve deeper into these dimensions. This empirical evidence contributes significantly to advancing our understanding of TM implementation within the public sector, mainly focusing on the pivotal role of digital technologies in reshaping TM practices.

B. LITERATURE REVIEW

Talent Management

Talent management is a strategic organizational process aimed at ensuring the availability of qualified individuals to fill critical positions, including future leadership roles and positions that contribute to the organization's core competencies. These core competencies typically encompass unique skills and hold high strategic value for the organization (Pella & Inayati, 2011). Talent management includes an integrated set of strategic activities to ensure an organization can attract, retain, motivate, and develop talented individuals. These efforts extend

beyond succession planning, focusing on critical positions contributing to the organization's core competencies. By nurturing talent, organizations effectively enhance their capacity to meet present and future demands (Armstrong & Taylor, 2014).

Identifying talent for inclusion in the talent pool involves specific criteria and qualifications. 'talent pool' refers to a reservoir of high-potential and high-performing individuals within an organization. These individuals are a strategic resource, readily available to fill critical talent positions (Collings & Mellahi, 2009). Within talent management, distinct competencies and qualifications are associated with each managerial level. Additionally, performance considerations play a crucial role in talent mapping. The talent management process extends beyond identification and includes ongoing development to address competency and performance gaps. This encompasses recruitment, retention, and strategic dissemination of talent.

Digitalised Talent Management

The intersection of human resource management and information technology gives rise to Human Resource-based Information Technology (HRIT). The field of Human Resource-based Information Technology (HRIT) encompasses various terminologies, including human resource information systems (HRIS), electronic Human Resource Management (e-HRM), HR information technology, digital HRM, and virtual HRM. Regardless of the specific label, organizations have the flexibility to tailor their business processes to align with their unique needs and strategic objectives. E-HRM facilitates stakeholder access to HR information and specific HR functions through online platforms, including the Internet and intranets (Stone & Dulebohn, 2013). The adoption of e-HRM aims to enhance the efficiency and effectiveness of HR processes while optimizing budget allocation (Bussler & Davis, 2001; Farndale et al., 2009) by automating the management of human resources data and information. In response to advancements in information technology and the evolving concept of talent management, scholars have endeavoured to establish new frameworks for digitising talent management, specifically through e-HRM. This endeavour aims to delineate distinct methodologies integrating e-HRM practices within broader talent management strategies (Bondarouk et al., 2017). This disparity is evident in utilising information technology benefits within Human Resource Management (HRM) and Talent Management (Table 1).

Table 1. Benefits of technology in Human Resource Management and Talent Management

Human Resource Management
• Cost efficiencies: Streamlining HR and Talent Management processes for optimized resource allocation and cost savings. • Process Automation: Implementing automated systems to enhance efficiency and accuracy in HR operations, reducing manual tasks. • Standardization of HR functions: Establishing consistent practices and unified frameworks across HR to align with organizational objectives. • Strategic HR focus: Shifting HR roles from administration to strategic initiatives for improved organizational agility and competitiveness. • HR transformation: Introducing innovative technologies and methodologies to modernize HR practices and foster continuous improvement. • Empowering HR as strategic partners: Enabling HR to contribute strategically to organizational decision-making and performance through technology and data-driven insights.

Talent Management

- Develop and enforce systematic talent management frameworks to facilitate strategic organizational goals.
 - Identify and prioritise targeted investments and retention strategies based on strategic objectives and organizational needs.
 - Establish a unified, accessible, comprehensive talent database to enhance organizational agility and decision-making.
 - We integrate human capital assets with key performance indicators to measure and optimize organizational performance outcomes.
 - Identify high-potential talent rigorously and consistently through a standardized assessment and evaluation process.
 - Implement structured dialogues, criteria, and workflow processes to ensure effective talent management practices across the organization.
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Source: [Wiblen & Marler \(2021\)](#)

Digital-based Talent Management (DTM) represents a progressive paradigm in Talent Management strategies, utilizing advanced digital technologies and algorithms for the systematic identification, assessment, development, and retention of talent. Central to DTM are external technology suppliers who design algorithms that encode electronic instructions for managing data tasks sequentially, prioritizing or weighting them accordingly ([Orlikowski & Scott, 2015](#)). This approach enhances organizational capabilities in effectively navigating talent-related processes through technologically driven methodologies. Utilizing digitally encoded processes for coding, sorting, filtering, and ranking individuals within the workforce facilitates the standardization of talent identification procedures, thereby promoting consistency and reliability in outcomes. Additionally, DTM integrates structured terminology and standardized skills definitions into recruitment assessments, enhancing the precision of talent identification. This technology enables organizations to systematically assess competencies, personal attributes, technical knowledge, and experience levels. DTM automates the assignment of designations like high performer or high potential, ensuring objective evaluation. It also collects encoded employee data for sorting and classification based on unified talent criteria, identifying development needs and promoting equitable evaluation and organizational insights. These standardized practices foster fairness and clarity in talent assessment within organizations ([Bondarouk et al., 2017](#)).

C. METHOD

This study adopts a qualitative approach, employing a case study methodology. [Yin \(2018\)](#) asserts that case studies are particularly suitable when the research aims to elucidate contemporary circumstances, mainly focusing on the mechanisms ("how" or "why") of existing social phenomena. Case studies also prove valuable when the research necessitates a comprehensive and detailed exploration of a specific social phenomenon. The current study examines the stages and processes of information technology-based ASN (Aparatur Sipil Negara, or Civil Servant) talent management within the West Java Provincial Government. Additionally, it seeks to assess the benefits of the implemented system and identify the key success factors critical to its effective implementation. The research was conducted at the Regional Civil Service Agency, which oversees personnel management in West Java Province from January to May 2022.

The data collection for this study involved conducting in-depth interviews with five selected informants, chosen based on predetermined criteria through criterion sampling. The

selection aimed to ensure a comprehensive understanding of digital-based talent management policies within the West Java Provincial Government. Key informants included:

- (1) The Regional Secretary provides insights into overarching talent management policies and leadership commitment.
- (2) The Head of the Regional Civil Service Agency, analyzing operational policies, digital implementation strategies, and management approaches.
- (3) Heads of Departments offer perspectives on technical aspects of digital-based talent management implementation within their respective domains.
- (4) Sub-Department Chiefs, contributing insights into departmental-level operational challenges and successes related to talent management.
- (5) Implementation Officer, offering detailed information about implementing digital-based talent management practices and identifying barriers, benefits and critical success factors

The methodology for this study as outlined [Yin \(2018\)](#), encompassed several key steps: 1) Conducting detailed interviews with participants, focusing on one at a time; 2) Organizing and analyzing interview data to uncover patterns and insights; 3) Observing the ASN talent management system in action to understand its operational dynamics; 4) Reviewing related documents and guidelines to supplement interview and observation data; 5) Analyzing data to identify key themes and broader insights; 6) Validating findings with participants to ensure accuracy; 7) Writing the final report to synthesize all findings and conclusions. This systematic approach aimed to provide a comprehensive understanding of the digital-based ASN talent management system in the West Java Provincial Government.

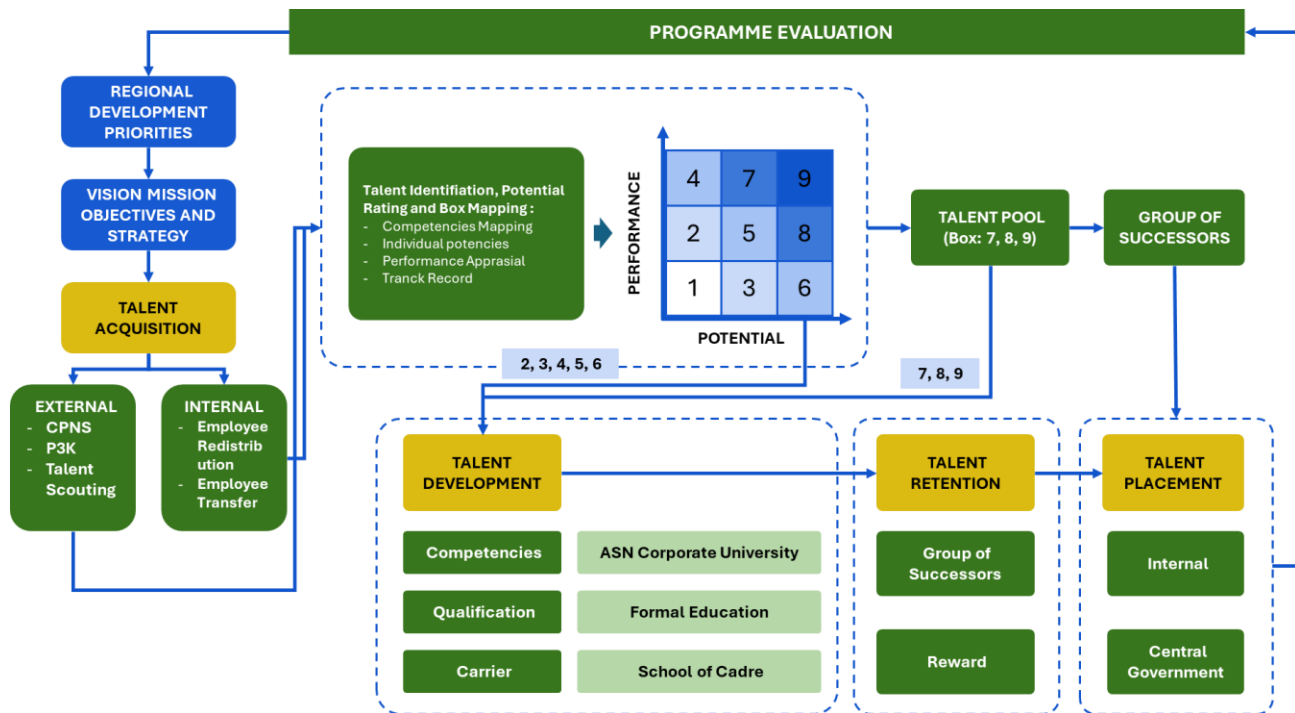
D. RESULT AND DISCUSSION

Talent Management Strategy and Approach in the West Java Provincial Government

Two distinct approaches can be identified in talent management: Exclusive Talent Management and Inclusive Talent Management. Exclusive TM focuses on implementing a performance management system to effectively oversee high-potential individuals and high performers ([Gallardo-Gallardo et al., 2013](#)). Performance reviews serve as a mechanism to identify the top 10% of staff members whose achievements have surpassed expectations. Simultaneously, assessments are conducted for employees who exhibit the potential to become significant contributors in the future. By distinguishing outstanding performers and nurturing high-potential talent, organizations create an environment encouraging excellence at workforce levels ([Silzer & Dowell, 2010](#)). Inclusive Talent Management (TM) represents an approach that recognizes all employees' diverse qualities and capabilities, aiming to leverage these attributes to achieve high-performance outcomes. Central to this approach is the systematic identification of each employee's potential, followed by targeted support to foster realizing this potential into tangible contributions ([Gelens et al., 2013](#)). This approach is the principle of equitable treatment, wherein practices such as employee engagement, development, and retention are implemented to ensure the inclusion of all individuals' interests and aspirations ([Davies & Davies, 2011](#)). This approach is guided by a strategic model that assesses organizational talent requirements and designs and implements practices tailored to effectively meet these needs ([Buckingham & Vosburgh, 2001](#)). This strategic alignment optimises talent utilisation and enhances organizational agility and resilience in responding to evolving business challenges and opportunities ([Thunnissen & Buttiens, 2017](#); [Glenn, 2012](#)).

The West Java Provincial Government instituted Governor Regulation 69 of 2020 to formalize ASN (Aparatur Sipil Negara) Talent Management within its administrative framework. This regulation mandates implementing a comprehensive talent management

process encompassing key stages: talent acquisition, talent development, talent retention, talent placement, and talent evaluation (refer to Figure 1). This structured approach reflects the government's commitment to strategically managing its human resources by systematically identifying, cultivating, retaining, deploying, and evaluating talent. Such systematic talent management practices are essential for aligning human capital initiatives with organizational goals, enhancing workforce capabilities, and fostering sustained organizational effectiveness within the administrative context of West Java Province.



Source: Regional Civil Service Agency of West Java Province, 2022

Figure 1. The Talent Management Model of West Java Provincial Government

Drawing from observations within the West Java Provincial Government and insights from the existing literature, implementing Talent Management (TM) in this context adopts a hybrid approach that integrates elements of both inclusive and exclusive strategies (Thunnissen & Buttiens, 2017). Implementing Talent Management (TM) in the West Java Provincial Government underscores a balanced approach that integrates inclusive principles while strategically identifying and nurturing high-potential and high-performing employees. This approach aims to provide equitable opportunities for all employees to demonstrate their potential and performance through objective indicators such as competence, innovation, and job performance metrics. Central to this inclusive TM strategy is the systematic identification of individuals displaying exceptional capabilities across various organizational levels. Those meeting these criteria are selectively included in a succession planning initiative designed to groom them for future leadership roles aligned with the organization's strategic objectives.

Combining inclusive and exclusive elements, the TM framework in West Java Province aims to cultivate a diverse and talented workforce while concurrently preparing identified individuals for leadership positions. This comprehensive approach ensures deserving employees receive recognition and targeted development opportunities essential for career advancement and organizational growth. This integrated TM strategy reflects contemporary practices observed in governmental contexts, emphasizing the cultivation of a skilled workforce capable of navigating complex challenges and contributing to sustained

organizational success. Through this approach, the West Java Provincial Government is committed to fostering a competent and forward-looking workforce to achieve long-term development goals and enhance public administration efficacy (Thunnissen & Buttiens, 2017).

Implementation of Digital-based Talent Management

Implementing Talent Management (TM) in the West Java Provincial Government has integrated a digital-based approach, leveraging the SIM JAWARA (Sistem Informasi Manajemen Talenta Jabar Juara) application. Designed as an Artificial Intelligence-powered system, SIM JAWARA efficiently manages extensive talent-related big data for every employee. This technological advancement represents a significant modernization within Indonesia's electronic-based governmental framework, particularly in enhancing the personnel system. SIM JAWARA is a pivotal tool utilized by the Regional Personnel Agency, assessors, performance evaluation teams, and authorized officials. SIM JAWARA systematically records comprehensive talent data across various hierarchical levels—from Functional to High Leadership Positions. It captures potential and performance metrics, establishing a structured talent assessment and development framework. This integrated digital system, utilized by the West Java Provincial Government, facilitates the identification of competence and performance gaps among employees, enabling targeted interventions to enhance skill development and overall performance management. Beyond streamlining talent processes, SIM JAWARA promotes transparency, efficiency, and data-driven decision-making in governmental administrative practices.

SIM JAWARA application utilized in the West Java Provincial Government boasts a distinctive capability: it automatically generates an evaluation score for each employee and categorizes them into one of nine talent boxes distributed across three zones—low (1, 2, 3), medium (4, 5, 6), or superior (7, 8, 9). This systematic categorization ensures a fair and impartial human resource management process, enabling precise decisions regarding employee rotation, mutation, and promotion. Moreover, SIM JAWARA facilitates a targeted alignment of talent development initiatives with specific organizational needs and objectives. By providing clear insights into employee talent levels, the application enhances the efficiency and effectiveness of talent management strategies within the government framework.

The introduction of SIM JAWARA in the West Java Provincial Government exemplifies a progressive and technology-driven approach to Talent Management. This digital system optimizes HR decision-making processes, promotes transparency, and fosters objectivity in talent assessment and development. It empowers the organization to harness its talent pool strategically, ensuring that resources are directed towards enhancing workforce capabilities and achieving sustainable organizational success. In summary, the implementation of SIM JAWARA represents a significant advancement in talent management practices, underscoring the government's commitment to cultivating a skilled and adaptable workforce essential for driving regional development and prosperity.

Structuring Workflow Systems and Digital Model

Establishing robust business processes is crucial in implementing Digital-Based Talent Management (TM), ensuring effective integration and utilization of technology to enhance talent acquisition, development, and retention strategies. This study focuses on essential elements of business process preparation rather than technical system construction details, which can vary by information system. Firstly, Business Understanding involves grasping organizational needs and adopting innovative methodologies to enhance talent analysis quality, utilizing reliable predictive data and optimizing previously untapped talent data. Integrating personnel administration, assessment centres, performance appraisal, and employee competency development systems enhances predictive capabilities. Secondly, Data

Understanding is crucial, encompassing identifying and cleaning data from various organizational platforms using tools like RapidMiner to ensure alignment with TM system objectives and suitability for analysis. This approach ensures business processes are aligned with organizational goals and facilitates informed decision-making in talent management.

Evaluating Employee Profiles: Competency, Potency and Performance

Following the establishment of robust business processes, the subsequent stage in the digital-based talent management process centres on meticulous data preparation, specifically profiling employee competencies, potentials, and performance within the West Java Provincial Government. This approach's comprehensive utilization and extensive employee profile data analysis are foundational. These profiles encompass potential indicators and performance metrics, serving as critical sources for talent mapping and identification and informing talent placement decisions. This profiling process includes specified timelines and repercussions for non-compliance. In addition to self-reported profile inputs, competency assessments conducted by assessment teams further enrich the data. Currently, the system encompasses approximately 18 categories of employee profile information, facilitating robust, extensive data analysis to support the talent management information systems in place (refer to Table 2). This rigorous profiling process empowers the government with data-driven insights, facilitating informed decisions in talent management and strategic workforce development.

Table 2. Information Mapping in SIMJAWARA

No.	Information	No.	Information
1	Employee's full name, current job title, hierarchical rank, and age	10	Advancement Recommendation
2	Nine Box Talent Assessment	11	Academic Qualifications
3	Employee Recognition Program	12	History of Disciplinary Actions
4	Career Interest Exploration	13	Skills and Abilities Profile
5	Peer Feedback (Positive and Negative)	14	Accomplishments Overview
6	Comprehensive Peer Evaluation (360 degree)	15	Personal Introduction Video
7	Task Accomplishments and Performance Metrics Report	16	International Experience (Educational, Short-term Courses, etc.)
8	Managerial Authorization	17	Critical Personnel Status
9	Employment Timeline	18	Future Leadership Readiness

Source: Regional Civil Service Agency of West Java Province, 2022

According to [Lumme-Tuomala \(2019\)](#), potential and high potential refer to individuals' innate ability to exceed their current capabilities and progress towards greater achievements. Within the talent management framework of the West Java Provincial Government, several critical elements are meticulously assessed to map and evaluate employees comprehensively. The evaluation of potential involves assessing a wide range of attributes. These include intellectual acumen, interpersonal skills, self-awareness, critical and strategic thinking abilities, problem-solving aptitude, emotional intelligence, perseverance, talent motivation, and dedication. In addition to potential, the assessment process also evaluates employee competencies across managerial, socio-cultural, and technical domains, offering a comprehensive overview of each employee's proficiency in various fields of expertise. Moreover, employee qualifications, such as job experience, formal education, training and development initiatives, and ethical conduct, are meticulously scrutinized to provide a holistic

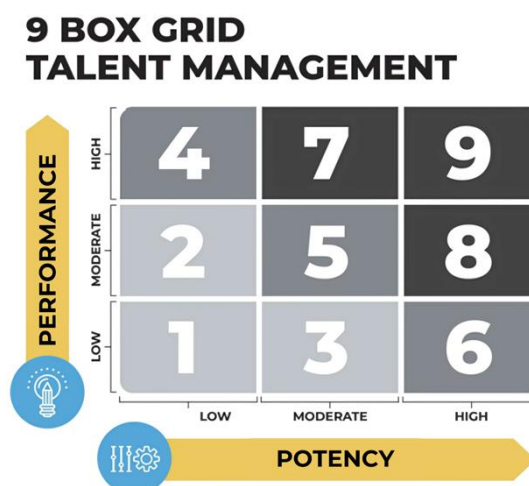
understanding of individual capabilities. This multifaceted approach ensures that talent mapping within the government aligns with strategic objectives and facilitates informed decision-making in talent management and development initiatives.

The West Java Provincial Government utilizes the TRK online application, by Central Government Regulation No. 30 of 2019, on employee performance appraisal to assess employee performance. This evaluation centres on achieving Employee Work Goals, also known as Key Performance Indicators (KPIs). Additionally, a 360-degree performance evaluation is employed to assess employee behaviour, encompassing indicators such as leadership, service orientation, commitment, teamwork, and initiative. Employee performance is categorized using the standard distribution method, classifying results into three categories: "Below expectation" for 20% of the total employee population, "As expected" for 60%, and "Above expectation" for 20%. This systematic approach underscores the West Java Provincial Government's commitment to developing a capable, motivated, and high-performing workforce, laying the groundwork for continuous advancement and success in governmental functions.

Deploying to Talent Management Stages

a) Talent Acquisition

Talent acquisition is a strategic priority for the local government of West Java Province, and it is aimed at meeting organizational workforce needs through a structured approach. This involves several stages: firstly, identifying critical positions pivotal to the provincial government's operations, which requires establishing job occupation lists and competency standards reported to the Ministry for Administrative Reform and Bureaucratic Reform. Secondly, Talent Needs Analysis evaluates these requirements in alignment with national and regional development agendas. Thirdly, acquisition strategies are determined, encompassing internal development, recruitment of new talent, and external hires. Finally, Talent Mapping categorizes employees into strategic talent boxes for comprehensive assessment and management of workforce capabilities (refer to Figure 2).



Source: Regional Civil Service Agency of West Java Province, 2022

Figure 2. Talent Mapping at West Java Government

As illustrated in Figure 2, the West Java Provincial Government employs a talent mapping framework comprising nine distinct categories. This comprehensive process encompasses all levels of employees, including managerial and administrative positions such as Echelon II, Echelon III, Echelon IV, specialized roles, and staff-level positions. Talen systematically categorises employees based on their performance (Y-axis) and potential (X-axis), facilitating

strategic decisions regarding their development and deployment within the organization. This structured approach ensures that talent is effectively classified and managed to align with organizational objectives and optimize workforce performance.

b) Talent Development

Talent development constitutes a strategic initiative to enhance employee capabilities and accelerate career progression through various avenues such as cadre schools, competency enhancement programs offered by civil servant corporate universities, study assignments, and formal education opportunities. It is important to note that talent development addresses competency gaps in specific talents or successors and serves as a comprehensive strategy that uniformly benefits all employees.

c) Talent Retention

Talent retention is preserving valuable employees by actively monitoring and rewarding them to sustain and enhance their competencies and performance, preparing them for future job placements. The primary objective of talent retention is to secure their position within the succession plan group, ensuring they are poised to assume target roles. This strategy is executed through several key methods: 1) Succession planning, which involves categorizing talents into successor groups; 2) Job rotation; 3) Job enrichment; 4) Job enlargement; and 5) Reward systems. These initiatives collectively foster a supportive environment that promotes employee growth, satisfaction, and long-term commitment to the organization's objectives.

d) Talent Placement

Under Governor Regulation No. 69 of 2020 concerning Talent Management, the West Java Provincial Government has established provisions allowing direct talent placement into Box 9 for vacant positions. Candidates within the succession plan group, nominated by the governor, are considered for critical job placements or vacancies. The selection process involves input from a performance assessment team, incorporating analysis results from SIM JAWARA and direct assessments. The system autonomously identifies succession candidates through data analysis, with the performance assessment team deliberating to provide additional objective evaluations. Subsequently, the top three candidates meeting both performance and potential criteria are proposed to the governor for final selection, ensuring the chosen candidate is deemed optimal for the role based on comprehensive assessment.

e) Talent Monitoring and evaluation

Talent monitoring and evaluation are integral processes conducted during development, retention, and placement. Successors appointed to critical positions undergo rigorous monitoring and evaluation for two years to assess their performance and readiness for reassignment. This reassessment may entail promotion or placement into equivalent positions based on evaluated outcomes and the ongoing need to fulfil critical organisational roles. These processes ensure talent management strategies align with organizational goals and nurture a capable workforce prepared for sustained excellence.

Advantages of The Implemented Framework

Integrating Talent Management (TM) technology in organizations significantly influences talent decision-making processes. As automated task processes and algorithms become more prevalent, technology is the primary decision-maker in talent management. This shift from human-driven to automated decisions empowers organizations to make prompt, data-driven choices in selecting optimal candidates, thereby enhancing recruitment and retention of top

talent. The SIMJAWARA application has emerged as a pivotal tool in this endeavour, facilitating the comprehensive capture of talent data encompassing potential and performance metrics for each employee. It categorizes data into talent box groups, providing a nuanced understanding of employee capabilities. SIMJAWARA also identifies potential successors who possess the requisite competencies for future roles and highlights competency gaps in technical, managerial, and socio-cultural realms alongside performance gaps. This data-driven approach enables targeted career development planning based on identified gaps while enhancing the measurability and transparency of potential and performance assessments. Ultimately, these capabilities ensure the selection of the most qualified employees with exceptional talents for diverse organizational positions.

The introduction of SIMJAWARA heralds a transformative era in HR management, advocating principles of transparency, objectivity, fairness, effectiveness, and efficiency. This application catalyses HR management to shift towards a data-driven, technologically advanced, and equitable approach to talent decision-making processes. The integration of TM technology, exemplified by SIMJAWARA, enables organizations to enhance their talent management strategies, strategically positioning themselves for sustained growth and success in a dynamic and competitive landscape.

Issues Encountered in Implementing Digital Talent Management

Implementing digital-based talent management in the West Java Provincial Government presents challenges that demand a thorough and strategic approach. Firstly, effectively addressing institutional resistance to change requires a proactive and systematic approach to cultivating a corporate culture that embraces and actively promotes innovation, adaptability, and continuous improvement within the organization. Secondly, addressing technological integration challenges requires rigorous evaluation of the current IT infrastructure. Developing a well-defined roadmap for integrating new systems is essential. This process may entail upgrading legacy systems, ensuring seamless compatibility between new and existing technologies, and implementing robust cybersecurity measures. Thirdly, the complexities inherent in data management necessitate the implementation of strong data governance policies. These policies are crucial to ensure talent data's accuracy, privacy, and security within the digital talent management framework. Organizations can mitigate data integrity and confidentiality risks by establishing stringent governance frameworks fostering trust and compliance with regulatory standards in handling sensitive employee information. Fourthly, effective change management is indispensable for mitigating uncertainties and securing organizational endorsement. Engaging employees in the planning phase, articulating the advantages and ramifications of the new system clearly, and providing consistent support throughout the transition are pivotal strategies in fostering acceptance and alignment within the organization.

Last of all, addressing equity and fairness concerns in automated decision-making requires the implementation of transparent algorithms, regular audits to detect biases, and establishing an appeals process for decisions made by the system. These measures ensure that technology enhances fairness rather than compromising it. By systematically addressing these challenges with targeted strategies, the West Java Provincial Government can effectively implement digital talent management, improving efficiency, equity, and adaptability in public sector human resource management.

Vital Success Elements

(a) Agile Leadership Among Top Executives

The successful implementation of policies, particularly in digital transformation within human resource management in West Java's provincial government, critically depends on the adaptive leadership demonstrated by top-level officials such as the Governor, Vice Governor, and Regional Secretary. Effective leaders must exhibit strong, adaptable leadership qualities to navigate the complexities of digital transformation and cultivate an environment of innovation and resilience. In the dynamic digital landscape, digital leadership is pivotal for achieving success. This entails visionary decision-making, clear communication of digital strategies, and the ability to inspire and mobilize stakeholders across the public sector. By embracing adaptive leadership practices, senior officials empower their teams to embrace technological advancements and digital tools, optimizing talent management practices and enhancing overall operational efficiency in public sector management. The synergy between adaptive leadership and digital transformation lays the foundation for sustainable growth, streamlined processes, and improved service delivery, positioning the West Java Provincial Government at the forefront of digital innovation in the public sector.

(b) Reform Capability of HR Managers

The reform capability of HR managers within the West Java Provincial Government is pivotal for driving organizational advancement and enhancing efficiency. Their adeptness in navigating the complexities of public sector administration and fostering a culture of continuous improvement is critical. As stewards of established business processes, their ability to adapt to change and embrace reform initiatives is essential for addressing emerging challenges and opportunities. Their reform-minded approach enables them to rigorously assess existing HR practices, identify improvement areas, and implement innovative solutions aligned with the province's strategic goals. Moreover, their strategic insight ensures the optimization of talent acquisition, development, and retention strategies in alignment with government objectives. HR managers' reform capabilities as catalysts for change are instrumental in delivering efficient public services and promoting sustainable development across West Java.

(c) Incorporating IT Infrastructure Within Financial Allocation

Integrating IT infrastructure within budget allocation in the West Java Provincial Government, particularly in digital-based ASN talent management, is crucial for ensuring sustainable and efficient operation of the talent management system. By embedding digital principles into regional budgetary processes, the government can strategically allocate financial resources to foster the holistic development and integration of digital tools and technologies throughout the talent management lifecycle. This approach facilitates enhanced efficiency, effectiveness, and adaptability in managing human resources, aligning organizational practices with contemporary digital transformation imperatives. This involves investing in comprehensive talent management software, advanced data analytics capabilities, digital communication platforms, and essential IT infrastructure. These investments are crucial for efficiently attracting, developing, and retaining skilled civil servants.

Furthermore, allocating sufficient funds for training and upskilling HR personnel in digital competencies supports the effective implementation and ongoing enhancement of the digital-based talent management system. By embedding IT infrastructure in the budgetary framework, the government emphasizes its commitment to leveraging technology to optimize talent acquisition, performance assessment, and succession planning. This fosters a digitally empowered and efficient civil service workforce. The allocated budget also addresses data security, privacy, and system scalability challenges, ensuring the long-term sustainability and flexibility of the digital talent management system. Integrating a digital mindset into regional

budgeting enhances efficiency and transparency and reinforces the West Java Provincial Government's position as a progressive, digitally driven public administration. This approach improves its ability to attract top talent and meet evolving public governance needs, enhancing citizen service delivery.

(d) Updating Informatics Systems Regularly

Regular updates of informatics systems are essential to align with the evolving landscape of ASN talent management technology. These updates ensure the system remains current with technological advancements and adheres to best practices in the field. Such dynamic adaptation facilitates the seamless adjustment of business processes to accommodate changes in policies and organizational requirements, thereby supporting strategic development objectives. Systematic updates also facilitate the integration of new features, enhanced functionalities, and fortified security measures, thereby optimizing the overall performance and efficiency of the talent management system. By staying abreast of developments, governmental bodies can proactively address emerging challenges, leverage innovative tools, and maintain a competitive edge in attracting, nurturing, and retaining top talent within the civil service. This commitment to continuous improvement in informatics systems ensures compliance with evolving regulations. It fosters an agile and responsive workforce capable of meeting the diverse demands of public administration in the digital era. Ultimately, informatics systems' sustained enhancement and adaptability in ASN talent management technology contribute significantly to the provincial government's efficacy in delivering exemplary public services and promoting organizational advancement.

E. CONCLUSION

Talent management constitutes a fundamental strategy for implementing the merit system within the human resource management framework of the West Java Provincial Government. Through the adoption of digital-based talent management practices, the government has effectively executed essential phases, including the establishment of talent management models and processes, the creation of comprehensive potential and competency profiles for all employees of the West Java Provincial Government, talent mapping initiatives, and the proficient utilization of information systems for talent acquisition, development, retention, and placement. Integrating information technology systems in talent management offers significant benefits by enabling comprehensive and measurable talent data collection across all personnel. This represents a paradigm shift in HR management towards enhanced objectivity, effectiveness, and operational efficiency. The implementation of Talent Management (TM) in the public sector, exemplified by the West Java Provincial Government, underscores its role in reinforcing the merit-based framework. This integrated approach, blending inclusive and exclusive elements, enhances the theoretical understanding of effective talent management in governmental contexts. Moreover, the successful adoption of digital-based strategies highlights IT's transformative impact on modernizing traditional HR practices, providing a theoretical foundation for future research in digital-enabled talent management.

This study provides practical insights relevant to governments worldwide, particularly those undertaking administrative reforms. Drawing from the successful experience of the West Java Provincial Government, it offers a blueprint for implementing transformative talent management initiatives in public sectors. Two key recommendations emerge for the Indonesian Governmental Civil Servant system: First, enhance Collaboration and Data Sharing. Effective Talent Management (TM) implementation across governmental institutions requires fostering inter-agency collaboration and facilitating seamless data sharing. Standardized data collection, storage, and analysis protocols are crucial for maintaining consistency in talent management practices throughout the Civil Servant system. Second, Tailor TM to Local Context: Adopting

a digital-based TM approach involves customizing strategies to align with organizational structures, cultural values, and workforce dynamics specific to Indonesia. Investing in robust IT infrastructure is essential to support comprehensive talent data collection and analysis, serving as a model for enhancing HR efficiency and objectivity across administrations.

Moreover, to substantiate the efficacy of TM within the Indonesian Governmental Civil Servant system, researchers could undertake detailed case analyses of exemplary implementations or identify critical success factors from TM initiatives in analogous governmental contexts. Such analyses of successful TM endeavours offer valuable insights and best practices that can be tailored to address the distinct challenges and opportunities inherent to the Indonesian Governmental Civil Servant system. By incorporating these recommendations and conducting thorough investigations of successful TM cases, the adaptation of TM within the Indonesian Governmental Civil Servant system can be optimized, thereby enhancing talent management practices and overall organizational performance.

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Contributorship

In this study, each author has a contribution. Nurhakim Ramdani Fauzian is writing and editing original manuscripts. Eko Prasajo, M. Azis Muslim and Setiawan Wangaatmaja reviewed the entire content.

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