
An Analysis of Talent Management Implementation from a Merit System Perspective: A Case Study of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia

Vuty Desvaliana*, Muh. Azis Muslim
Universitas Indonesia
Email: desvaliana@gmail.com

Keywords:

Talent Management;
Merit System;
Public Sector.

Abstract

This study analyzes the implementation of talent management from a merit system perspective at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia. The background of this research lies in the increasing need for professional, accountable, and adaptive human resources in public organizations amid bureaucratic reform. The study aims to examine the actual implementation of talent management, identify its challenges, and formulate strategies to accelerate its execution within a merit-based framework. Using a post-positivist paradigm with a descriptive qualitative approach, data were collected through in-depth interviews, document analysis, and literature studies, validated by triangulation of sources and data. The findings show that the institution has established a comprehensive policy framework and guidelines supported by a digital platform and competency assessment system. However, implementation remains suboptimal due to weak data integration, insufficient managerial commitment, and limited meritocratic culture. The study identifies four key influencing dimensions: cultural, managerial, human resources, and environmental, where leadership consistency and organizational culture transformation are critical. It concludes that although the Secretariat General has developed a strong conceptual foundation, the full institutionalization of merit-based talent management requires stronger leadership commitment, integrated data systems, and alignment between organizational strategy and human capital development.

INTRODUCTION

In the context of bureaucratic reform, increased public accountability, and the demands of excellent service, the quality of human resources is increasingly viewed as a strategic factor that determines the success of public sector organizations. Human capital plays a very important role as a key asset that contributes directly to the achievement of organizational goals (Belcourt, 2019). In addition, Pfeffer (1994) emphasized that the success of modern organizations is highly determined by their ability to manage human resources strategically. Therefore, government agencies need to build a human resource management system that can ensure the availability of a sufficient number of employees of high quality, who possess competence, integrity, adaptability, and the ability to respond to the dynamics of the strategic environment. Within this framework, talent management has developed as an increasingly relevant strategic approach, especially in the public sector. Mujtaba & Mubarik (2022), this

approach focuses on the systematic identification, development, and retention of high-potential employees to ensure the availability of superior human resources capable of supporting the sustainable achievement of organizational goals. The concept of talent management began to receive widespread attention after McKinsey introduced it through the study *The War for Talent* in 1998 (Hughes & Murray, 2018; Najm & Manasrah, 2017; Swailes, 2016). The study emphasized that effective talent management is an important factor enabling organizations to survive and thrive in dynamic and competitive environments.

Studies have confirmed that organizations that are able to manage talent effectively tend to demonstrate better adaptability, competitiveness, and sustainable performance. However, the implementation of talent management in the public sector presents its own challenges because it must operate within the framework of meritocracy, fairness, accountability, and bureaucratic structural limitations (Thunnissen et al., 2013; Kravariti & Johnston, 2020). In the Indonesian context, talent management has become an important concern in the management of civil servants since the issuance of Government Regulation Number 11 of 2017 concerning Civil Servant Management, which positions talent management as one of the important elements of the merit system (Linawati et al., 2024). Through this regulation, talent management is viewed as making a significant contribution to workforce planning, competency development, career advancement, and succession planning. The strengthening of this concept was further elaborated in the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 3 of 2020 concerning Talent Management of State Civil Apparatus, which states that talent management is part of the ASN career management system. The process includes identifying, developing, retaining, and placing talent based on performance and potential. Therefore, the implementation of systematic talent management is a strategic step toward ensuring the sustainability of bureaucratic leadership while fostering a more adaptive, innovative, and performance-oriented government organization (Braikan, 2025; Lee & Rezaei, 2019; Pudjono et al., 2026).

The Secretariat General of the People's Consultative Assembly of the Republic of Indonesia, as a supporting unit for a high state institution, has complex and strategic responsibilities that require superior human resources who possess not only administrative and technical capabilities but also institutional understanding, managerial capacity, and high professionalism. This need is even more important considering that the work environment of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia is characterized by Kurniati & Mayasari, (2025) and Negara, (2024) institutional and political dynamics that demand neutrality, objectivity, and precision in employee management. In this context, the implementation of a merit system is necessary to ensure that the entire human resource management process is carried out professionally, fairly, and based on competency rather than non-objective interests (Woodard, 2000). Since 2024, the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia has obtained a "very good" category in the merit system assessment and has established internal guidelines for talent management through the Regulation of the Secretary General of the People's Consultative Assembly of the Republic of Indonesia Number 7 of 2022 concerning Guidelines for Talent Management of Civil Servants within the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia. However, based on the results of preliminary observations and interviews that have been conducted, its implementation has not yet been

fully optimal (Hull et al., 2019; Ranney et al., 2015).

Based on these conditions, there is a gap between policy design and the implementation practices of talent management within the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia. This gap has the potential to hinder the filling of strategic positions, succession planning, employee career development, and the overall effectiveness of organizational performance. Experience from Singapore shows that the success of public sector talent management is largely determined by strong meritocracy, transparent assessment, leadership development, and structured succession planning (Poocharoen & Lee, 2013). Therefore, this research is important for analyzing the implementation of talent management in the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia, as well as for formulating strategies to accelerate its implementation. This research is expected to make an academic contribution to the development of talent management studies in the public sector, especially within institutions characterized by bureaucratic and political dynamics, while also providing practical recommendations for strengthening the merit system and improving institutional performance in a sustainable manner.

Studies on talent management show that strategic human resource management is increasingly important, especially in public sector organizations that are required to be adaptive, professional, and accountable. Various studies confirm that talent management is understood as a strategic approach to identifying, developing, retaining, and placing the best individuals in key organizational positions (Collings & Mellahi, 2009; Silzer & Dowell, 2010).

The prevailing consensus in the literature states that strong talent contributes positively to organizational outcomes, as employees with high levels of knowledge, skills, and abilities tend to be more productive, innovative, and effective in addressing organizational challenges (Lawler, 2008; Michaels, Handfield-Jones, & Axelrod, 2001). Talent is interpreted not only as natural ability but also as a combination of capabilities, competencies, potential, and contributions that hold strategic value for the organization. Silzer and Dowell (2010) explain that talent can be understood in three ways: as individual abilities and skills, as individuals who possess strategic value for the organization, and as groups of people within the organization who possess certain competencies. Armstrong (2021) adds that talent refers to individuals who can perform exceptionally well; in a more elite sense, talent is positioned as individuals with exceptional abilities who are projected to achieve significant success in a particular career or field. Meanwhile, the CIPD, as cited in Armstrong (2021), emphasized that talent refers to individuals who can have an impact on organizational performance, both through direct contributions and long-term potential. Thus, in the context of modern organizations, talent includes both high-performing employees and high-potential employees who can be prepared to fill key positions in the future.

In the context of talent management, the definition most widely referenced in several studies is that proposed by Collings and Mellahi (2009), who define talent management as a series of activities and processes involving the identification of key positions that contribute to competitive advantage and organizational sustainability, the development of a talent pool consisting of individuals with high potential and superior performance to fill these positions, and the development of a differentiated human resource architecture to ensure that these individuals can perform their roles optimally and remain committed to the organization. Silzer

and Dowell (2010) expand this notion by defining talent management as a set of processes, programs, and cultural norms designed to attract, develop, place, and retain talent to achieve organizational strategic goals and respond to future needs. This definition shows that talent management does not stand as a separate human resource activity but rather as part of an integrated organizational strategy.

From a strategic perspective, Boudreau and Ramstad (2005) affirm that talent management focuses on identifying, developing, and placing talented individuals in strategic positions to support the organization's long-term goals. In other words, organizational success is determined not merely by the number of employees it has, but by the quality of placing the right people in the right positions. This approach emphasizes that talent management is an important instrument for building the strategic capabilities of an organization, especially in a dynamic and competitive environment.

Silzer and Dowell (2010) propose an integrated talent management model that can generally be simplified into four main components: talent identification, talent assessment, talent development, and talent retention. First, talent identification is the process of determining the organization's strategic talent needs based on its vision, mission, policy direction, and the competencies required to achieve organizational goals. At this stage, organizations need to assess the availability of internal talent pipelines and consider the extent to which talent needs can be fulfilled through internal promotion and external recruitment. This concept is important because strategic positions cannot always be filled through internal sources alone, especially when the organization requires specific skills or specialized experience.

Second, talent assessment refers to an objective, valid, and competency-based evaluation process used to determine individuals who are suitable for inclusion in the talent pool or for filling strategic positions. An effective assessment system must be developed based on the organization's core competencies so that decisions regarding development, promotion, and transfer can be made more accurately and fairly. From this perspective, talent management is closely related to the merit system because assessment objectivity forms the foundation for maintaining the credibility of the talent management process.

Third, talent development is the process of developing talent through a combination of work experience, developmental relationships, and formal training. Silzer and Dowell (2010) emphasize that talent development needs to be designed collaboratively among individuals, managers, and organizations and aligned with organizational needs and future competencies. This idea is consistent with the findings of McCall, Lombardo, and Morrison (1988), who showed that leadership development is largely acquired through challenging work experiences, interactions with supervisors or colleagues, and, to a lesser extent, formal training. Therefore, talent development is insufficient if conducted solely through training; rather, it must be integrated with strategic assignments, coaching, mentoring, and experiential learning.

Fourth, talent retention relates to strategies for retaining talented employees so that they continue to contribute to the organization over the long term. Retention strategies should no longer be measured solely by general turnover rates but should instead focus on strategic talent pools, namely groups of employees who are most critical to the organization's future. Cappelli (2000) emphasizes that retention strategies need to be designed in a targeted and personalized manner because long-term loyalty cannot be assumed to apply equally to all employees. Organizations must understand the individual motivations, turnover risks, workloads, job

design preferences, and career needs of each talent group. Thus, talent retention is an important aspect of ensuring organizational continuity and successful leadership succession.

In addition to these core components, the implementation of talent management within organizations is also influenced by cultural, managerial, human resource, and environmental factors. Sehatpour et al. (2020) categorize the challenges of implementing talent management in government organizations into four broad dimensions. In the cultural dimension, talent management must be understood as a sustainable process and supported by an organizational culture that values learning, openness, and inclusivity. In the managerial dimension, top management commitment, transparency in decision-making, long-term vision, and the establishment of a talent committee are crucial factors. In the human resource dimension, organizations require a clear measurement system, talent pipeline, motivation system, and consistent monitoring mechanisms. Meanwhile, in the environmental dimension, system independence, leadership support, succession management, consistency of human resource policies, and meritocracy are the primary determinants of successful implementation.

Several studies also show that the implementation of talent management in the public sector is greatly influenced by governance quality, technological support, and information system integration. Fauzian et al. (2024), for example, demonstrate that the implementation of digital-based talent management in the West Java Provincial Government has encouraged objectivity, efficiency, and transparency in talent management within the framework of the merit system. This study emphasizes the importance of developing a data-driven talent management system as the foundation for more measurable human resource decision-making. Seno (2022) also emphasized that public sector talent management is influenced by various factors, challenges, and strategies that differ significantly from those in the private sector. The study explains that government organizations often face difficulties in recruiting and retaining superior talent because of limited career attractiveness, bureaucratic rigidity, and suboptimal long-term human resource management strategies. In line with this, Ananthan et al. (2019), in a study on public sector talent management in Malaysia, found that although the government had invested in human resource development, talent mismatch and weak talent retention remained major obstacles. These findings show that successful talent management requires not only development programs but also alignment between educational systems, organizational needs, and effective retention strategies.

Other studies have also shown that the implementation of talent management is closely related to organizational commitment and leadership support. Pa'wan and Said (2020) found a significant positive relationship between talent management practices and organizational commitment. Meanwhile, Kravariti et al. (2022) demonstrated that in public organizations, organizational support and line manager support play important roles in improving the performance of talented individuals. When organizational support remains weak, the role of direct supervisors becomes highly decisive in the success of talent development. These findings indicate that talent management in the public sector requires not only a policy framework but also the active involvement of leadership and managerial structures in its implementation.

RESEARCH METHOD

This study employed a post-positivist paradigm with a descriptive qualitative approach. This approach was chosen to obtain an in-depth understanding of the implementation of talent

management and to formulate strategies to accelerate its implementation at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia. Descriptive research was used to provide a systematic overview of the actual conditions of talent management implementation, the obstacles encountered, and the strategies that could optimize its implementation (Creswell, 2018; Neuman, 2014).

The research data consisted of primary and secondary data. Primary data were obtained through in-depth interviews with informants selected based on stakeholder mapping, including officials within the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia and representatives of the State Civil Service Agency. The selection of informants was intended to obtain diverse and relevant perspectives regarding the implementation of talent management. Secondary data were collected through document and literature reviews, including regulations related to ASN talent management, internal policy documents, organizational structures, and agency performance reports (Creswell, 2018).

Data collection was conducted through interviews and document review. To ensure the validity of the findings, this study employed source and document triangulation by comparing interview results from various informants with relevant secondary data. The analysis focused on the current implementation of talent management using the four dimensions of talent management implementation strategies proposed by Sehatpour et al. (2020), namely cultural, managerial, human resource, and environmental strategies.

RESULTS AND DISCUSSION

Implementation of Talent Management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia

The implementation of talent management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia is part of efforts to strengthen civil servant career management which is held within the framework of the merit system. Referring to the Regulation of the Secretary General of the People's Consultative Assembly of the Republic of Indonesia Number 7 of 2022 concerning Guidelines for Talent Management of Civil Servants within the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia shows that the organization has placed talent management as part of civil servant career management which includes acquisition, talent pool management, including the talent development process, alignment with career & succession management, Talent Engagement & Retention and Talent Transition. Empirically, the talent management guidelines of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia show that the organization has built a relatively comprehensive design. The regulation contains the principles of objective, planned, open, timely, accountable, free from political intervention, and clean from corrupt, collusion, and nepotism practices. These principles show that the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia places talent management as an instrument of human resource governance that must be subject to the principle of meritocracy. This is important, because in public organizations, the legitimacy of the talent management system is largely determined by the perception of procedural fairness. When employees consider that the process of talent identification and development is objective and accountable, the program is more easily accepted as a legitimate institutional mechanism.

At the talent acquisition stage, the Secretariat General of the People's Consultative

Assembly of the Republic of Indonesia determines that talent is civil servants who show consistently high performance, have high competence, and have high development potential. This criterion shows the use of a talent differentiation approach that is prevalent in the literature, which is to combine elements of performance and potential as the basis for identifying priority employee groups. The use of a 9-box matrix in the guidelines of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia strengthens this. This model is relevant to the view of Gallardo-Gallardo et al. (2013) that talent management is often built on the assumption that not all employees have the same level of contribution and readiness for strategic positions. Thus, the 9-box mapping at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia can be understood as an effort to sort out employees who are ready to be prioritized in the succession pipeline based on evidence of performance and potential. The talent pool must be built credibly to ensure that the evaluation of potential, competencies, and track record is carried out consistently. Another important aspect is the determination of critical positions. From a strategic talent management perspective, not all positions should be treated equally. The primary focus is the position that strategically determines the success of the organization. The guidelines of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia show that critical positions are selected based on strategic value to organizational goals, complexity of work, significant contributions, position value, performance target history, and regeneration needs due to retirement factors.

At the talent pool management stage, the talent that has been determined follows the initiation process through briefings, coach assignments, and the preparation of an Individual Development Plan (IDP). Furthermore, talent development is carried out through various methods, such as technical training, self-learning, shadowing, position rotation, on-the-job learning, and leadership development programs. Talent evaluation is carried out periodically through performance assessments, behavioral assessments with the 360-degree feedback method, competency assessments, and coaching and mentoring activities. In addition, the talent forum is also provided as a space for sharing experiences, aspirations, and learning between talents.

Talent management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia is also integrated with career management and succession planning through placement, development of leadership competencies, fundamental competencies, and technical competencies, as well as periodic assessments and profiling. The results of the management are then used to support promotions, mutations, and career transfers of employees according to the needs of the organization. This relationship is very important because in public organizations, talent management that is not connected to succession planning risks becoming just a list of potential employees with no real impact on filling positions. Lynn (2001) emphasized that succession management strategies in public sector organizations are directly related to the need to build leadership capital through the systematic identification, recruitment, development, and selection of high-potential candidates.

Then, the retention aspect in the implementation of talent management of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia also deserves attention. In the guidelines, it is stated that organizations anticipate the possibility of hijacking talents by other agencies, SOEs, and the private sector through counseling programs, more

challenging development, and the provision of material and non-material rewards. In public sector studies, retention of high-value employees is seen as increasingly important because public organizations also face competition to obtain and retain superior human resources. Bustos (2023) points out that retaining high-value employees is a critical task for public organizations, especially when the bureaucratic environment is influenced by patronage or weak organizational perceptions.

In the aspect of talent transition, it is regulated through risk management, the formation of alumni talent, and the mechanism of exiting the talent pool due to resignation, retirement, agency transfer, or no longer meeting talent standards. Although the policy design is already quite robust, analytically there are still several implementation challenges. First, the effectiveness of talent management relies heavily on the consistency of performance and competency assessments. Second, coaching, mentoring, and job rotation programs require leadership commitment. Third, program information disclosure must be managed carefully so as not to create a perception of exclusivity in the talent pool. Fourth, in the public bureaucracy, there is always a potential tension between the principle of inclusivity of ASN employees and the need to differentiate certain talent groups.

Overall, the implementation of talent management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia can be considered to have moved towards strategic talent management within the framework of the merit system. This can be seen from the existence of a regulatory foundation, meritocratic principles, identification of critical positions, 9-box mapping, IDP-based development, multidimensional evaluation, integration with succession planning, and attention to talent engagement and retention. From an academic perspective, this draft shows that the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia has made efforts to transform human resource management from an administrative pattern to a strategic one. However, for the implementation to be truly effective, organizations need to ensure the quality of the data, the objectivity of the assessment, the consistency of the leadership in talent development, and the internal legitimacy of the program in the eyes of all employees. In other words, the main strength of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia currently lies in a complete policy design, while the main challenge lies in the consistency of implementation and institutionalization of merit practices in the daily life of the organization which until now has not been implemented.

Strategy for Accelerating the Implementation of Talent Management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia

Based on the results of in-depth interviews and document studies as well as literature studies, the implementation of talent management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia can be analyzed using the theory of talent management implementation strategies according to Sehatpour et al. (2020) which is divided into four main dimensions, namely the cultural dimension, the managerial dimension, the human resource dimension, and the environmental dimension. In the study, Sehatpour et al. (2020) emphasized that the success of the implementation of talent management in government organizations is determined by the availability of technical instruments and the readiness of organizational culture, managerial commitment, quality of human resource management, and institutional environmental support.

Cultural Dimension

In the cultural dimension, the results of the interviews show that the implementation of talent management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia still faces obstacles in the form of a culture of meritocracy and a culture of healthy and strong competition. The informant explained that the current organizational culture still tends to be administrative and has not fully encouraged employees to compete based on competence and performance. This can be seen from the view that the measure of employee success is more based on the ability to complete administrative work quickly, rather than on the quality of substance, analytical power, and strategic contribution given to the organization. In addition, there is also a work culture that has not fully encouraged employees to actively build career orientation, because some employees still have a "enough work as it is" mindset without a strong drive to grow through a healthy competitive path.

This condition shows that culturally, talent management has not been fully understood as an instrument for the formation of merit-based organizational culture. In fact, Sehatpour et al. place organizational culture as an important element in the implementation of talent management, as organizational values that support fairness, healthy competition, competency development, and performance orientation will determine the extent to which the talent system can be accepted and implemented consistently. Thus, the findings of the interviews indicate that the cultural challenge in the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia lies in the need to change the organizational perspective from an administrative culture to a meritocratic culture that places competence, performance, and potential as the main basis in employee career development.

Furthermore, the cultural dimension is also reflected in the lack of a uniform understanding of the goals of talent management. The informant said that talent management is still often perceived as only a way to avoid the obligation of open selection or just a formal instrument in bureaucratic reform. This perception shows that the substantive orientation of talent management as the basis for objective promotion and mutation has not been fully embedded in the organizational culture. In the perspective of Sehatpour et al., such conditions are an indication that organizational culture transformation has not been optimal, because a good system will not be effective if the values and orientation of the actors in the organization are not aligned with the main goals of talent management.

Human Resources Dimension

In the human resources dimension, the results of the interviews show that the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia has an initial foundation for the implementation of talent management. The informant said that an assessment had been carried out for all employees, an employee database was available, a digital platform was available, budget support, as well as efforts to prepare ASN profiles and talent pool mapping. In addition, competency development has also begun to be directed not only to structural and functional education and training, but also to formal education. These findings show that in terms of human resource infrastructure, the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia has taken several steps to build the foundation for the implementation of talent management.

However, the results of the interviews also show that this HR dimension still faces some important weaknesses. First, the integration of performance data and competency data has not

run optimally, so the organization does not have a complete and comprehensive data system as a basis for decision-making. Second, employee performance measurement is still considered not fully credible, because performance cascading has not been properly arranged to the individual level, performance dialogue has not run optimally, and the real contribution of employees has not been fully captured in the existing assessment system. Third, internal regeneration is not going well, so the availability of talent to fill strategic positions is still inadequate both in quantity and quality.

If associated with the theory of Sehatpour et al., this finding shows that the human resource dimension in the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia is still in the strengthening stage. Sehatpour et al. emphasized that the implementation of talent management requires an HR management system that can support the identification, evaluation, development, and succession of talent consistently. This means that it is not enough to just have assessments or a digital platform, but there must also be a robust data management, a credible assessment system, and competency development mechanisms that are integrated with the needs of the organization. Based on interviews, the main obstacle in this dimension is not the absence of devices, but in the lack of a fully connected HR ecosystem that is used as a basis for strategic decisions.

In addition, the results of the interview also confirmed that competency development is still being carried out partially and is not yet based on a clear grand design. According to the informant, there is no firm policy direction regarding what competencies must be built, for what positions, and how they relate to the future needs of the organization. In the context of Sehatpour et al.'s theory, this condition shows that the HR dimension is not yet fully strategically oriented. In fact, talent development must be designed based on career paths, position needs, and succession plans, not just meeting the short-term needs of the work unit. Thus, one of the important implications of the interview results is the need to integrate competency development, talent pool, and position succession in a complete HR management framework.

Managerial Dimension

The managerial dimension is the most prominent aspect of the interview results. The informant consistently emphasized that the implementation of talent management in the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia is greatly influenced by leadership aspects, policy orientation, and commitment of decision-makers. According to the informant, various formal foundations such as regulations, assessments, data, and systems have begun to be available, but they have not been utilized optimally because strategic decisions are not always based on the results of assessments and existing data. In fact, the results of competency and performance mapping that have been carried out by credible assessment institutions have not automatically been used as a basis for promotion or positioning.

The findings are particularly relevant to the theory of Sehatpour et al., which places the managerial dimension as a determining factor for the successful implementation of talent management. Within this framework, top management support, leadership commitment, quality of decision-making, and clarity of strategic orientation are the main elements that determine whether talent management is carried out or just stops at the level of formality. Based on interviews, it can be understood that the challenge of implementing talent management at

the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia lies in the consistency of leadership to make talent management the main basis for promotion, rotation, mutation, and succession of positions.

In addition, the results of the interviews also show that the commitment of top management is still administrative, not yet leading. The informant stated that the leadership is indeed involved in the fulfillment of regulations and the discussion of talent management at the strategic level, but the orientation of the discussion has not always been directed towards the development of meritocracy and the sustainability of long-term leadership. In many ways, talent management is still seen in terms of meeting bureaucratic demands or certain pragmatic benefits. From the point of view of Sehatpour et al., this condition shows the weakness of the managerial dimension, since the implementation of talent management should be led by a strategic vision of the leader who understands why this system is important, how it is run, and for what purpose it is built.

Thus, the results of the interview confirm that accelerating the implementation of talent management at the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia will not be enough just by improving systems and data. Fundamental changes must start from the managerial dimension, especially through strengthening leadership commitment, common orientation between decision-makers, and the use of evidence-based policies in every strategic personnel decision. If this managerial dimension is not improved, then all the formal tools that are available have the potential to have a significant impact on the implementation of talent management in real terms.

Environmental Dimensions

In the environmental dimension, the results of the interviews show that the institutional context of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia, which is close to political nuances, is a factor that greatly influences the implementation of talent management. The informant stated that precisely in an institutional environment that intersects with political dynamics, the existence of talent management is becoming increasingly important, because it can be an objective and measurable basis in the placement of employees and officials. Without a strong talent management system, the space for subjective intervention, personal preference, or non-merit influence will become more open. These findings suggest that the external context of the organization, especially the nuances of institutional politics, is not a reason to avoid talent management, but rather a reason to reinforce its urgency.

This linkage is in accordance with the theory of Sehatpour et al. which places the environmental dimension as an important factor in the implementation of talent management. In government organizations, the implementation of talent management is influenced by regulatory pressures, institutional dynamics, the external environment, and the demands of public accountability. In the context of the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia, the political and administrative environment is a distinctive characteristic that makes the merit system and talent management increasingly important as an instrument of bureaucratic stabilization. With an objective system, the decision to place officials can be more easily accounted for institutionally and not solely based on non-objective considerations.

In addition to political nuances, the environmental dimension is also reflected in the

demands for bureaucratic reform and national standards from the supervisory agencies. The informant said that the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia has made efforts to meet various formal requirements and is moving towards a more integrated system. This shows that the external regulatory environment has provided enough pressure and encouragement for talent management to be fully implemented immediately. Thus, from the point of view of Sehatpour et al., the external environment in the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia provides a supportive space, but has not been fully translated into consistent internal policies.

CONCLUSION

This study found that the Secretariat General of the People's Consultative Assembly of the Republic of Indonesia had established an adequate policy foundation and system framework for implementing talent management based on the merit system. Although the organization had adopted principles of objectivity, accountability, transparency, and meritocracy in its talent management design, the implementation had not yet been fully optimized because competency, assessment, and performance data were not fully integrated into strategic personnel decision-making processes. The study identified four key dimensions influencing the acceleration of talent management implementation, namely cultural, human resource, managerial, and environmental dimensions. The main challenges included the weak institutionalization of a meritocratic culture, limited integration of human resource data systems, inconsistent performance measurement, and the strong influence of leadership commitment and organizational policy orientation. At the same time, the dynamics of bureaucratic reform and institutional politics highlighted the importance of talent management in maintaining professionalism, objectivity, and accountability within the bureaucracy. Therefore, accelerating talent management implementation requires strengthening organizational culture, improving the quality of human resource management, ensuring consistent leadership commitment, and reinforcing the organization's strategic orientation. Future research is recommended to examine the long-term effectiveness of talent management implementation in public sector institutions, particularly regarding its impact on organizational performance, leadership succession, and employee career development.

REFERENCE

- Ananthan, et al. (2019). The development of talent management in Malaysian public sector: A comprehensive review. *Problems and Perspectives in Management*, 17(2), 242–253. [https://doi.org/10.21511/ppm.17\(2\).2019.18](https://doi.org/10.21511/ppm.17(2).2019.18)
- Armstrong, M. (2021). *Armstrong's handbook of strategic human resource management: Improve business performance through strategic people management*. Kogan Page.
- Belcourt, M., & Podolsky, M. (2019). *Strategic human resources planning* (7th ed.). Nelson Education Limited.
- Braikan, J. M. A. M. (2025). *Evaluating the effectiveness of the performance management system in Qatar public service* [Thesis, University for the Creative Arts].
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Fauzian, N. R., et al. (2024). Aiming for tomorrow: Breakthrough strategies in public sector talent management. *Borneo Administrator Journal*.

- <https://doi.org/10.24258/jba.v20i3.1419>
- Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. (2013). What is the meaning of “talent” in the world of work? *Human Resource Management Review*, 23(4), 290–300.
- Hughes, J. C., & Murray, W. C. (2018). Evolving conceptions of talent management: A roadmap for hospitality and tourism. In *Handbook of human resource management in the tourism and hospitality industries* (pp. 153–183). Edward Elgar Publishing.
- Hull, L., Goulding, L., Khadjesari, Z., Davis, R., Healey, A., Bakolis, I., & Sevdalis, N. (2019). Designing high-quality implementation research: Development, application, feasibility and preliminary evaluation of the implementation science research development (ImpRes) tool and guide. *Implementation Science*, 14(1), 80.
- Kravariti, F., & Johnston, K. (2020). Talent management: A critical literature review and research agenda for public sector human resource management. *Public Management Review*, 22(1), 75–95. <https://doi.org/10.1080/14719037.2019.1638439>
- Kurniati, A. D., & Mayasari, I. (2025). Analysis of the organizational readiness of the Secretariat General of the House of Representatives of the Republic of Indonesia to face the era of open government and open parliament in the scenario planning approach towards 2035. *Eduvest-Journal of Universal Studies*, 5(4), 3923–3939.
- Lee, C., & Rezaei, S. (2019). Talent management strategies in the public sector: A review of talent management schemes in Southeast Asia. In *Research handbook of international talent management* (pp. 364–395).
- Linawati, D., Aswad, M., & Azis, Y. (2020). Talent management phenomenon in Indonesia: Systematic literature review. *Borneo Administrator Journal*. <https://doi.org/10.24258/jba.v20i1.1375>
- Mujtaba, M., & Mubarik, M. S. (2022). Talent management and organizational sustainability: Role of sustainable behaviour. *International Journal of Organizational Analysis*, 30(2), 389–407.
- Najm, A., & Manasrah, A. K. (2017). The effect of talent management on organizational performance: Applied study in Jordanian banks. *Review of Applied Socio-Economic Research*, 13(1), 36–51.
- Negara, L. (2024). Political parties reform in developing the competence and professionalism of the legislative members of the House of Representatives of the Republic of Indonesia (DPR RI). *Journal of Ecohumanism*, 3(4), 162–169.
- Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson Education Limited.
- Pa'wan, F., & Said, I. (2020). Strengthening talent management in enhancing organizational commitment in developing countries. *Argentine Journal of Psychological Clinic*. <https://doi.org/10.24205/03276716.2020.807>
- Poocharoen, O., & Lee, C. (2013). Talent management in the public sector: A comparative study of Singapore, Malaysia, and Thailand. *Public Management Review*, 15(8), 1185–1207. <https://doi.org/10.1080/09540962.2013.817553>
- Pudjono, A. N. S., Wibisono, D., & Fatima, I. (2026). Enhancing public sector performance management in Indonesia: The role of soft systems methodology in addressing local government challenges. *Systems Research and Behavioral Science*, 43(1), 281–305.
- Ranney, M. L., Meisel, Z. F., Choo, E. K., Garro, A. C., Sasson, C., & Morrow Guthrie, K. (2015). Interview-based qualitative research in emergency care part II: Data collection, analysis and results reporting. *Academic Emergency Medicine*, 22(9), 1103–1112.
- Sehatpour, M. H., Abedin, B., & Kazemi, A. (2020). Talent management in government organizations: Identification of challenges and ranking the solutions to address them. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-05-2020-0231>

- Seno, R. H. (2022). Towards public sector talent management: Influencing factors, challenges, and strategies. *Journal of Performance Discourse*.
<https://doi.org/10.31845/jwk.v25i2.742>
- Swales, S. (2016). The cultural evolution of talent management: A memetic analysis. *Human Resource Development Review*, 15(3), 340–358.
- Thunnissen, M., Boselie, P., & Fruytier, B. (2013). A review of talent management: Infancy or adolescence? *International Journal of Human Resource Management*, 24(9), 1744–1761. <https://doi.org/10.1080/09585192.2013.777543>