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Talent Management Phenomenon in Indonesia - Systematic Literature Review

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ABSTRACT

Talent management has attracted substantial attention from industry and academia worldwide. In Indonesia, implementing talent management in the business sector has expanded with business and economic growth. Various organisations, both multinational companies and local companies, have adopted the concept of talent management as part of their human resources management strategy. However, despite this trend, many organisations in Indonesia have yet to embrace talent management fully. This article explores the phenomenon of talent management in Indonesia through a systematic literature review (SLR) approach. A total of 29 articles discussing talent management in Indonesia were examined. It is evident that while talent management is gaining traction in Indonesia, especially compared to neighbouring countries, significant gaps in the discourse surrounding this phenomenon exist in both the public and private sectors.

A. INTRODUCTION

Organisations must effectively harness their human resources in today's increasingly complex business landscape and heightened competition. Talent management, encompassing a diverse array of skills and abilities among employees, has become indispensable in organisational human resource management. Employees' talents and skills play a pivotal role in achieving organisational objectives. However, attracting and retaining top-tier employees poses a significant challenge for businesses (Sirojuddin & Sopiah, 2022). Unfortunately, not all organisations excel in managing employee talent and skills. While some prioritise recruiting and selecting high-quality employees, they may overlook talent development and retention. Consequently, talented and high-potential employees may feel stagnant and undervalued within the organisation, prompting them to explore opportunities elsewhere.

The evolving diversity within organisational workforces has prompted companies to reevaluate traditional HRM approaches. As a solution to this problem, the concept of talent management emerged. This concept underscores the importance of effectively and strategically managing employees' talents and skills as invaluable organisational assets. Implementing talent management enables organisations to identify, develop, and nurture talent, fostering optimal growth and more excellent contributions. Moreover, talent management initiatives enhance an

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organisation's competitiveness by ensuring access to the requisite talent and skills to achieve business objectives effectively. Organisations can seamlessly transfer talent from one generation of employees to the next by instituting robust employee development and succession management programs.

The implementation of talent management in the Indonesian business landscape has burgeoned in tandem with business and economic expansion. Both multinational corporations and local enterprises have embraced talent management as a pivotal component of their human resource management strategies. Nevertheless, many entities, particularly in the government, informal, and micro-business sectors, have yet to integrate talent management fully into their operations. Thus, efforts are imperative to enhance awareness and comprehension of the significance of talent management for business and economic advancement. In Indonesia's public sector, talent management applications remain relatively nascent and limited, albeit gaining traction among certain government agencies. The primary objective of talent management adoption in the public sector is to enhance organisational performance, service quality, and governmental accountability.

Despite the growing adoption of talent management across Indonesian organisations, many entities fail to recognise it as a mechanism to address prevailing challenges (Wolor, 2020). Issues such as a shortage of qualified workforce and skill mismatches among recent graduates persist (Vorhauser-Smith, 2012). Most HR executives (85%) agreed that the biggest challenge was competing to create and retain talented employees (Wolor, 2020). Nugroho (2017) defined talent identification, development, assessment, and maintenance as the four categories used to categorise the dimensions of talent management. Meanwhile, Rofaida (2017), in examining talent management implementation in two Indonesian public sector organisations, observed strategic position identification, high-potential employee identification (talent pool), and tailored talent management programs based on performance. Some components of talent management commonly implemented in companies in Indonesia include talent retention, talent attraction, learning and development, and career management (Said, 2020).

Talent management is one example of a categorisation of phenomena that can be classified into four stages: embryonic, growth, mature, or declining (von Krogh et al., 2012). Research findings vary regarding the stage of talent management. Dries (2013) suggested that talent management is growing, whereas Sparrow & Makram (2015) argued it is in the mature stage. These discrepancies and the limited discourse on talent management in Indonesia underscore the need to research this phenomenon in the Indonesian context. Therefore, this study addresses the research question: "What is the phenomenon of talent management in Indonesia?" The primary objective of this article is to provide a comprehensive review of talent management in Indonesia by summarising existing studies. This paper aims to enhance the understanding of talent management implementation in Indonesia and contribute to the existing literature on this topic.

B. LITERATURE REVIEW

A deliberate and well-organised method of luring, nurturing, and keeping elite talent is known as talent management. It is a procedure that involves controlling the most valuable resource of an organisation, which is its people. Talent management includes possibilities for growth and tactics that spur teams to perform at their highest level. It is a continual process that requires finding and keeping excellent personnel, investing in their skill sets, and consistently inspiring them to perform better. The main goal of talent management is to develop a committed staff that will stick with the business over the long term. Each organisation will have a different method for talent management. An organisation's talent strategy will be carried

out according to a talent management framework. Typically, it entails engagement, employment, recruitment, and more.

Trend Concept Talent

The concept of talent management did not originate from a single person or group but evolved alongside the development of human resource management practices adopted by organisations worldwide. However, it is essential to remember that talent management is not a single theory developed by one person or group but rather the result of developing human resource management science and best practices developed by various organisations globally. If we look further, the emergence of the book "The War for Talent" by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod, first published by McKinsey & Company in 1997 (in Rotella et al., 2001), became the starting point for the concept of "talent war" or "war for the best talent", which became the focus of human resource strategies of companies worldwide. Since then, numerous references and discussions on talent management have emerged.

Scholars have attempted to explore various conceptualisations, operationalisations, successes, and challenges of talent management in the public sector (Kravariti & Johnston, 2020). Perspectives on talent management vary widely. For example, Sparrow & Makram (2015) employed two ideas to organise the literature on talent management: value theory and talent philosophy, while Dries (2013) provided six pertinent theoretical stances on talent: talent as capital, individual difference, aptitude-based, identity-based, strength-based, and talent as perceived aptitude. Santoso et al. (2020) identified talent management as an organisation's activities to attract, select, develop, and manage staff strategically to contribute to its growth, sustainability, and success. Despite the importance of talent management, academic discourse on the topic remains limited. Dries (2013) noted that out of over 7,000 articles published, only around 100 have focused on talent management. Moreover, there are disparities between the interests of academics and practitioners in talent management. Consultancy reports dominate the study of talent management in the public sector, offering insights into how and why public-sector organisations can benefit from talent management (Kravariti & Johnston, 2020).

Talent is crucial to a country's global competitiveness (Deif & Van Beek, 2019). It refers to the calibre and availability of skilled labour that facilitates innovation and advanced production techniques. Nations must attract and retain top talent to foster organisational growth and development in an increasingly innovative and digitalised world.

The discussion on talent management cannot be separated from the definition of talent itself. Talent refers to individuals with skills, intelligence, and abilities that enable specific actions at a higher level (Santoso et al., 2020). Talent refers to individuals possessing skills, intelligence, and abilities that enable superior performance. It encompasses systematically developed intrinsic skills applied in meaningful pursuits, allowing individuals to consistently perform at their best or outperform others in specific areas of human functioning (Kravariti & Johnston, 2020).

Talent Management Implementation Practice

Talent management has attracted substantial attention from industry and academia around the world. Talent is an essential determinant of organisational success and necessary for sustainable corporate development (Zhang, 2021). To be successful, companies need to identify and manage talent effectively. The shift from traditional to continuous performance management is also an essential trend in talent management. This approach emphasises open and constant communication between managers and employees, as well as an emphasis on skill development and long-term goals. Continuous performance management emphasises ongoing feedback, evaluation based on goal achievement, and recognition of individual development. The shift from hierarchy-based management to team-based management and collaboration is

also essential to the talent management phenomenon (Podger, 2017). Organisations recognise the importance of effective teamwork in achieving better results. Therefore, talent management today focuses on developing collaboration skills, building solid teams, and creating a work culture that supports effective teamwork.

Talent Management is a crucial challenge in the 4th Industrial Revolution Era (Hidayat, 2022). Digitalisation and intelligent use of technology enable organisations to conduct more efficient recruitment, online-based employee development, data analysis for talent identification, and build digital learning platforms. In the era of digitalisation, talent mapping will be indispensable to identify talent (Santoso et al., 2020). In addition, a greater emphasis on continuous learning and career development is also an essential trend in talent management. Organisations realise that to remain relevant and competitive, employees need to develop their skills and knowledge continuously. Therefore, they provide continuous learning opportunities through formal training, leadership development programs, mentoring, or access to online learning resources.

Overall, the characteristic trends in talent management reflect the changes in an increasingly complex and changing world of work. By understanding and adopting these trends, organisations can be better prepared for the challenges of managing and developing their talent and building a sustainable competitive advantage.

Kamel (2019) asserted that implementing talent management significantly impacts employee engagement and organisational performance, indicating a positive correlation between talent management and employee engagement, retention, value addition, and improved organisational performance. The study confirmed recent researchers' views on the positive effects of talent management and identified significant factors influencing its implementation within organisations, such as organisational size and market dynamics.

Talent management is becoming an essential part of organisational strategy globally. Research findings on talent management implementation in Malaysian companies emphasise its role as a strategic approach to retaining employees. This entails various human resource activities, including recruitment, selection, training and development, and performance management. The engagement and retention of talented employees are necessary for the organisation to succeed and improve performance (Kamil et al, 2011). In contrast, research on talent management in other countries, such as Czechoslovakia (Fajčíková et al., 2016) found that a significant proportion of organisations (54.8%) do not adopt talent management, with only a tiny fraction (11.5%) having a talent management strategy. This highlights a concerning trend where many organisations perceive talent management as unimportant.

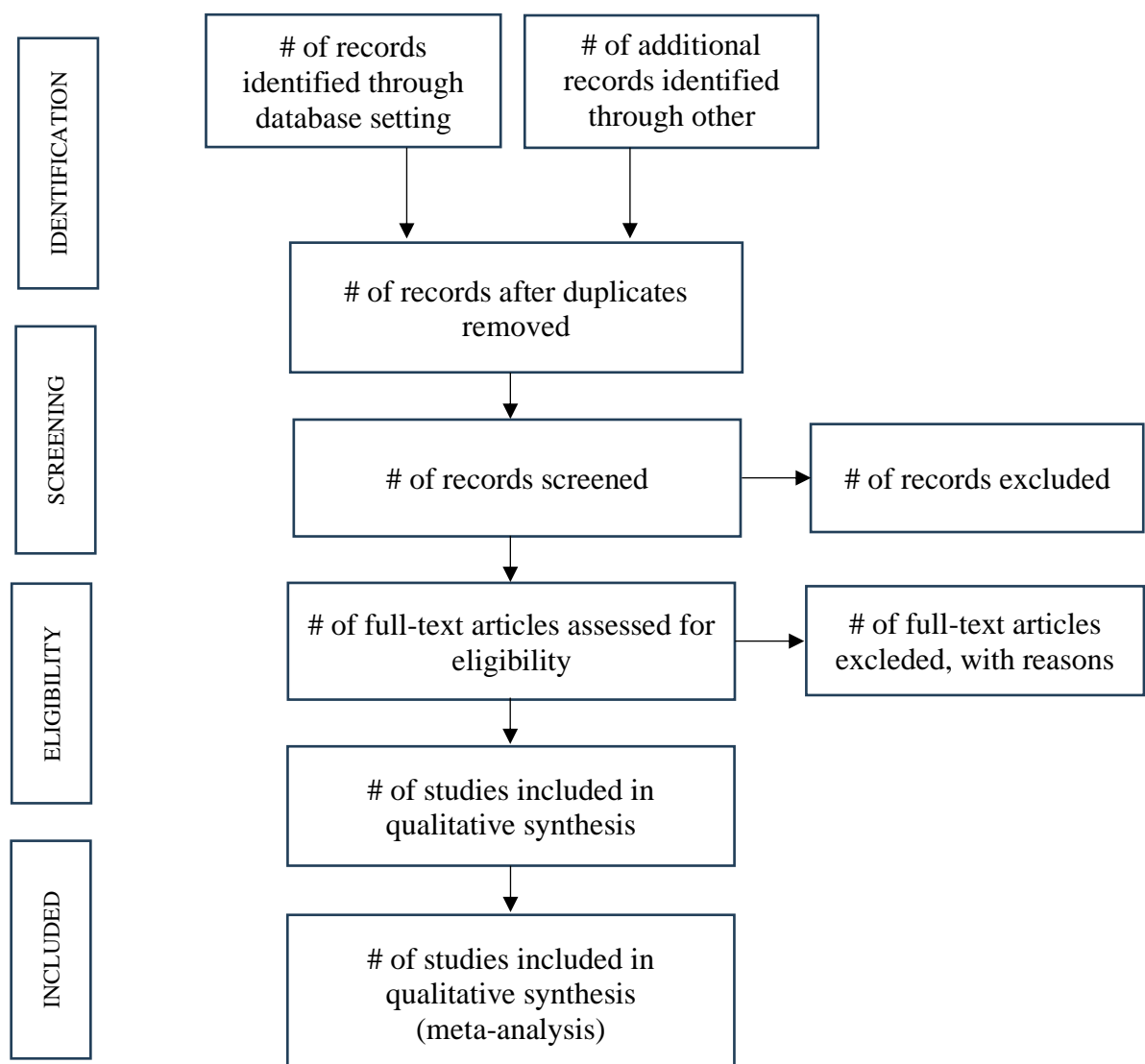
Another implementation of talent management lies in the schemes used to operationalise the concept of talent management. Poochaoren & Lee (2013) stated that three countries around Indonesia, namely Singapore, Malaysia, and Thailand, have scholarship schemes, training schemes for high-potential officials, and unique pay scales for those identified as talented. The variation in talent management practices across different countries can be attributed to several factors, including differing definitions of talent, the structure and authority scope of responsible agencies, the flexibility of incentive systems, and variations in performance appraisal systems.

C. METHOD

This research employed a Systematic Literature Review (SLR). SLR is a method of literature review that identifies, assesses, and interprets all findings on a framework study topic to answer research questions that have been previously set. SLR is a more methodical and intensive review essential in outlining the research question and shaping the direction of data collection and analysis (Vogt, 2012). Literature reviews serve several crucial purposes: they inspire researchers by suggesting avenues for refining broad research areas into more focused inquiries; they help researchers steer clear of questions that have already been extensively

explored; and they guide researchers away from the wrong methodological path (Liberati, 2009).

This systematic review was conducted from March 2023 to May 2023 using the PRISMA (The Preferred Reporting Items for Systematic Reviews and Meta-Analyses) approach. A review methodology can help to reduce research bias and increase the review's accuracy and repeatability (Kitchenham, 2010). Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) were used, as indicated in Figure 1. The identification, screening, eligibility, and exclusion criteria elements of the review process are included in the PRISMA approach in this research, as indicated in Figure 2. Identification, screening, eligibility, and data abstraction and analysis are the four main elements of the PRISMA process. Consequently, the PRISMA method is helpful for SLR research because it focuses on how authors can ensure a transparent and complete reporting of this type of research. Evidence from observational studies suggests that using the PRISMA statement is associated with more complete reporting of systematic reviews (Page, 2021).



(Source: Kitchenham, 2009)

Figure 1. PRISMA: The Flowchart of the PRISMA Approach Used in the SLR Study

The data sources used were those found in IEE Xplore, JSTOR, Nature, Oxford Journals, Oxford Ebook, ProQuest, Sage Journals, SAGE Knowledge, SAGE Campus, Science Direct,

Scopus, SpringerLink, Taylor and Francis, Taylor and Francis ebooks, and Westlaw. The procedure for the systematic literature review carried out is as follows.

1. Search Strategy

- a. Inclusion criteria (IC) were used to ensure the studies selected for the review were relevant to the research question. The following are the ICs that are used in this research.

IC 1: Research discussing talent management in Indonesia.



IC 2: Articles should be published in journals written in English and Indonesian.

- b. Based on the data from IEEE Xplore, JSTOR, Nature, Oxford Journals, Oxford Ebook, ProQuest, Sage Journals, SAGE Knowledge, SAGE Campus, Science Direct, Scopus, SpringerLink, Taylor and Francis, Taylor and Francis ebooks, and Westlaw using the keyword talent management, 47,800 review articles were obtained. The search was narrowed to focus on articles on talent management in Indonesia using the keywords talent management and Indonesia as well as "Manajemen Talenta" without limitation of publication time. We do not limit the year of writing because there are not many writings with that specific theme. Of the 150 results found, 36 were narrowed down to journal articles. From the total of 36 journal articles, it was narrowed down to 29 articles because seven other papers did not fulfil the criteria, such as they were duplicates, we did not have access to open the article, and the report was not published in the journal (published in book/e-book).

2. Screening Criteria

We must filter the results once the search is conducted to identify relevant studies. Inclusion criteria can include studies focusing on articles that discuss talent management in Indonesia. The type of articles selected were those in scientific journals. Given the limited number of papers, no restriction on the year of publication was made. The details of the keywords and results are presented in Table 1.

Table 1. Systematic Literature Review

Keywords	Total
Talent Management (TM)	47,800: 25K Newsletter 6,3K Trade publication article 5,1K Newspaper article 4,3K Magazine 2,4K Others 4.7K Journal Article
<i>Manajemen Talenta</i>	
TM And "Indonesia"	9 (8 Jurnal, 1 paper) 141: 56 Newsletter 18 Magazine 16 Newspaper article 7 Book/ebook 3 Proceeding 8 Trade Publication 2 Book Chapter 3 Thesis/Reference/Report 28 Journal Article 

TM And "Indonesia"
Manajemen Talenta

Excluded:

- Duplication
- Book/chapter of book
- Cannot be open

28 Journal Article

8 Journal Article

5 Journal Article

1 Book/Chapter

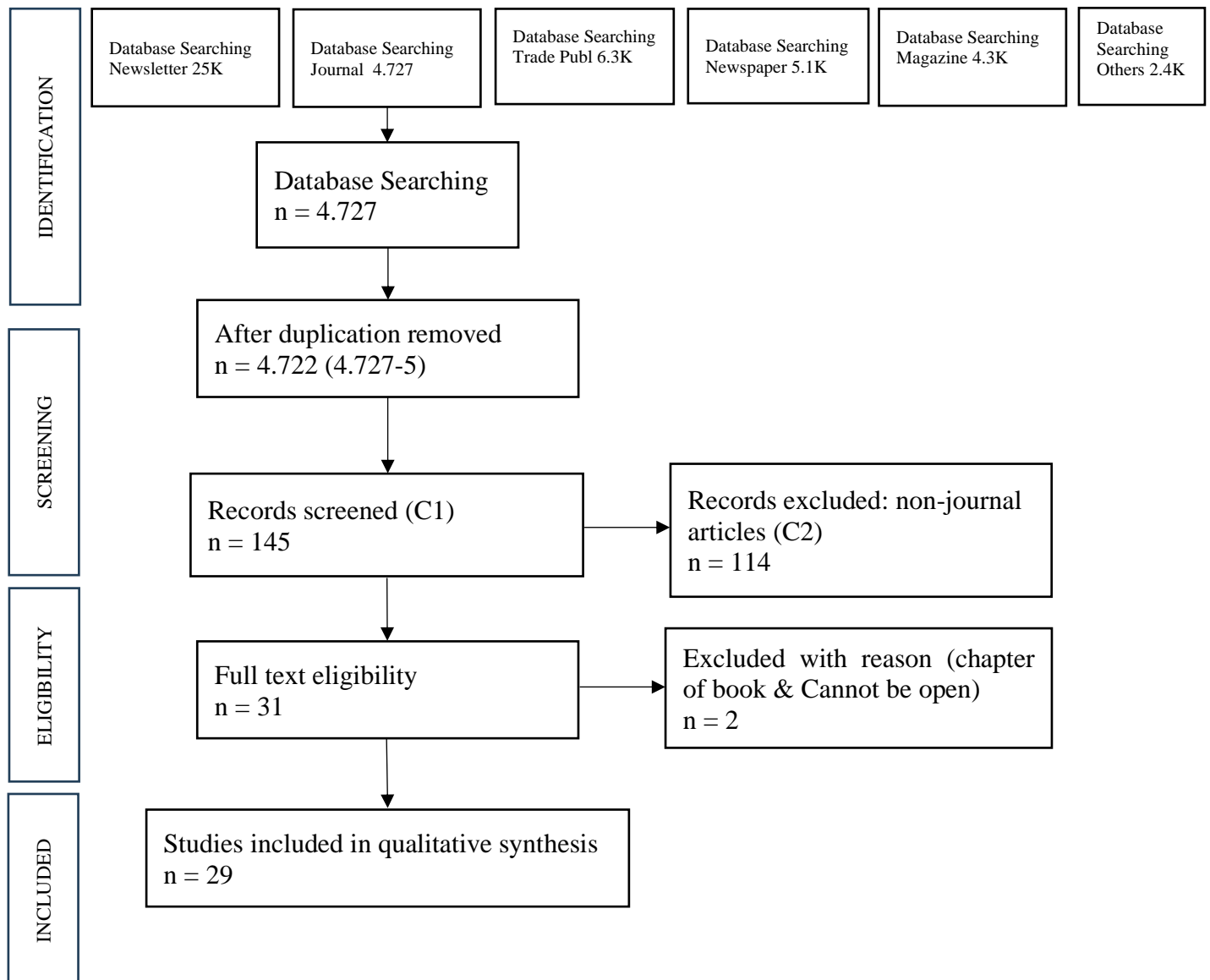
1 Journal



Articles to be reviewed

29 Journal Article

Source: Analysed from Various Sources



(Source: Processed from Various Sources)

Figure 2. PRISMA: The Flowchart of the PRISMA Approach Used in this SLR Study

D. RESULT AND DISCUSSION

Neighbouring countries such as Singapore, Malaysia, and Thailand have been experimenting with various talent management schemes in their public sectors for at least 20 years (Poochaoren & Lee, 2013). These schemes include training programs for high-potential officials and unique pay scales for identified talents. Research on talent management schemes,

such as remuneration in Malaysia (Wan, 2007) and the global phenomenon of skills shortages that elevate the need for talent management, has focused on Asian countries (Zheng, 2009). In Singapore, research on talent management schemes like talent pools dates back to the early 2000s. For instance, Normile (2002) investigated Singapore's investment in talent pools to foster a conducive environment for world-class biomedical companies. Similarly, research by Young (2010) explored Singapore's strategies to counteract a diminishing talent pool by attracting and retaining talent.

In Indonesia, scholarly discussions on talent management in scientific articles have only emerged in the past 12 years, lagging behind neighbouring countries. Of the 29 articles addressing talent management in Indonesia, only eight focus on the public sector, while others discuss the private sector or lack specificity regarding industries. Talent management in Indonesia remains an underexplored topic in academic literature, presenting ample room for discussion.

In the Indonesian public sector, talent management gained recognition with the issuance of Government Regulation Number 11 of 2017, which emphasises the importance of talent management in the merit system. This regulation underscores talent management's role in planning, development, career pathways, and succession planning. Further elaboration is provided in Minister of Administrative Reform and Bureaucratic Reform Regulation (Permenpan RB) Number 3 of 2020, which outlines talent management as an integral part of the career management system for civil state apparatus or civil servants (ASN). It encompasses talent acquisition, development, retention, and placement based on potential and performance levels.

Table 2. Research Sector

Research Sector	Source
Public Sector	(Afriyani et al., 2021); (Azman et al., 2023) (Berman, 2018); (Khalida & Safitri, 2018); (Nugroho, 2017); (Panagopoulos et al., 2011); (Rofaida, 2017); (Siswanto et al., 2021).
Private Sector	(Amelia & Nasution, 2016); (Deif & Van Beek, 2019; (Fachrunnisa et al., 2020); (Kusumawijaya, 2014); (Mihardjo et al., 2021); (Sangka et al., 2019); (Wijaya et al., 2019) (Liu et al., 2022); (Zheng, 2009); (Panagopoulos et al., 2011).
Mixed/Non Specified	(de Guzman et al., 2011); (Fajar et al., 2018); (Santoso et al., 2020); (Wu et al., 2016) ; (Hidayat et al., 2022); (Kurniawati et al., 2021) (Milani et al., 2021); (Sirojuddin & Sopiah, 2022); (Tuegeh et al., 2021); (Verma & Venkatesan, 2022); (Yuniarto, 2021)

Source: Processed from Various Sources

Phenomena typically undergo four main stages of development. Firstly, the embryonic stage, during which the emerging phenomenon is discernible and can be scrutinised to ascertain its characteristics. Secondly, the phenomenon evolves, experiencing changes and growth influenced by various factors such as environmental, cultural, social, and political elements. Thirdly, the phenomenon reaches its zenith, becoming widely accepted and applicable. Finally, the phenomenon declines and concludes, although its impact may persist beyond its conclusion. Of the 29 talent management journal articles in Indonesia, they can be classified as follows (Table 3).

Table 3. Key Concept

Subject	Reference	Key Concept
Understanding of TM	(de Guzman et al., 2011); (Hidayat et al., 2022).	<ul style="list-style-type: none"> • Talent management is a crucial challenge in the Industrial Revolution 4.0 era. • The need for talent management in preparing the right competencies in the Industrial Revolution 4.0 • There is a difference in the current HR function between the implementation and the ideal function. • There are significant differences in strategic practices and HR manager roles across countries. Differences between countries depend on the organisation's type, size, and whether the HR manager works in the HR department or another function.
War of Talent	(Amelia & Nasution, 2016); (Fajar et al., 2018); (Sirojuddin & Sopiah, 2022); (Tuegeh et al., 2021)	<ul style="list-style-type: none"> • Employer branding for the war of talent • A complex ecosystem (IT world) requires the best talent in the field • Challenges of the industrial revolution 4.0 on labour needs
TM Implementation – Institutional level	(Afriyani et al., 2021); (Nugroho, 2017); (Renosori et al., 2020); (Rofaida, 2017); (Liu et al., 2022).	<ul style="list-style-type: none"> • People, innovation and confidence, affect organisational productivity and performance. • TM's priority is improving employee performance. • A talent pool that uses information technology is needed.
TM Implementation – Country/industry level	(Deif & Van Beek, 2019) (Fachrunnisa et al., 2020); (Kusumawijaya, 2014); (Wu et al., 2016); (Liu et al., 2022); (Panagopoulos et al., 2011); (Verma & Venkatesan, 2022); (Yuniarto, 2021)	<ul style="list-style-type: none"> • The relationship between TM and manufacturing competitiveness through country culture. • There is a need to build a perfect personnel system in talent management and incentive systems. • Cognitive collective agreement • TM is a strategic partner and change agent in talent management and manager performance. • A blend of talents to tackle globalisation • HR factors in industry 4.0
TM Aspect (Identification/mapping, Development, Retention)	(Khalida & Safitri, 2018); (Mihardjo et al., 2021); (Sangka et al., 2019); (Santoso et al., 2020), (Siswanto et al., 2021); (Zheng, 2009); (Azman et al., 2023a); (Kurniawati et al., 2021); (Milani et al., 2021).	<ul style="list-style-type: none"> • Talent mapping is used as a strategic approach in the digitalisation era. • The three priority competencies for Industry 4.0 are networking, adapting, responding to change, entrepreneurship and commercial thinking. • Informal recruitment in Asian companies results in better retention rates. • Learn agility in talent identification. • The unprecedented complexity and uncertainty of the current business scenario - amplified by the impact of the COVID-19 pandemic - requires employees to continuously learn new skills and ways of doing their jobs.

- Correlation of person organisation fit with turnover intention and job satisfaction.
 - Human resources, training and rewards influence employee commitment
 - Solving problems in the field of SM systems using mathematical techniques
 - Country-specific variables influence talent management
-

Source: Analysed from Various Sources

The talent management phenomenon that began with the book "The War for Talent" by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod in 1997 was also followed by several writings in Indonesia that focus on this theme, such as the implementation of employer branding in the face of war of talent ([Amelia & Nasution, 2016](#)) and ([Sirojuddin & Sopiah, 2022](#)), the development of the world of information technology and the industrial revolution 4.0 which requires workers with best talent ([Fajar et al., 2018](#)).

Research related to talent management aspects, which generally encompass planning, development, career patterns, and succession planning groups in Indonesia, can be categorised into themes related to talent identification/mapping, talent development, and talent retention. Papers focusing on talent identification/talent mapping discuss identifying competencies necessary to adapt to Industry 4.0 and the challenges posed by COVID-19, as seen in studies by [Santoso et al. \(2020\)](#) and [Milani et al. \(2021\)](#). Some findings indicate that the talent identification process using the nine-grid box is sensitive to changes in classification criteria and exhibits bias in talent identification. Writings on talent development typically underscore the lack of systematic programs for talent development and the necessity to cultivate managerial competencies for talents, as observed in studies by [Azman et al. \(2023\)](#) and [Berman \(2018\)](#). An article on talent retention ([Khalida & Safitri, 2018](#)) found that job satisfaction mediates the relationship between person organisation fit (PO Fit) and the desire to change jobs in talent. Additionally, findings indicate that training and rewards significantly impact employee commitment among talent ([Mihardjo et al., 2021](#)).

E. CONCLUSION

Talent Management has become a prominent topic in Indonesia in recent years. Attracting, developing, and retaining talented human resources (HR) has become an organisation's priority. Amidst intense competition in the job market, Indonesian organisations must implement effective talent management strategies to secure competent and skilled human resources to achieve their goals. Talent management strategies in Indonesia encompass recruitment, training, career development, salary policies, and compensation arrangements to build robust teams and retain talented employees. These strategies also enhance organisational competitiveness in today's job market. With the right approach, Indonesian organisations can build competent, productive teams to accomplish their objectives. The government supports collaboration between the public, private, and academic sectors to develop and implement effective talent management practices, aiming to create skilled human resources ready to compete in the globalised era.

Research on talent management in Indonesia emerged in 2010, lagging behind neighbouring countries that had initiated study a decade earlier. This systematic literature review, using the keyword "talent management," identified 4,727 journal articles, of which 29 discussed talent management in Indonesia. These articles were further analysed.

Research on talent management in Indonesia covers various scopes, including understanding talent management, the war for talent, implementation at institutional and country/industry levels, and aspects like talent identification, development, and retention. The

research scope has diversified beyond the private sector, addressing talent management in the public sector.

Human resource management through talent management is relatively new in Indonesia. Initially unfamiliar, talent management gained recognition with the realisation of developing quality human resources for future leadership roles. The need for strategic and integrated HR management gave rise to talent management, supported by increased awareness of HR development's role in achieving business goals. Companies now see qualified human resources as a competitive advantage. The government further supports talent management in HR management with regulations promoting programs like computer-assisted tests or CAT-based recruitment for the State Civil Apparatus to get the best candidates. Additionally, several HR training and development programmes through competency certification and training programmes and the development of performance-based payroll systems have been done.

Talent management in Indonesia has evolved from an unknown concept to a critical business issue. The government and companies realise the importance of managing employees well and plan to establish a national talent management program. Challenges, such as a shortage of qualified workers and skill mismatches among recent graduates, remain. Increasing business awareness and government support can drive talent management's growth. The limited research in Indonesia suggests opportunities for further exploration, such as (a) analysis of the factors that influence the effectiveness of talent management in Indonesia, (b) evaluation of existing talent management policies in Indonesia, (c) research on the impact of talent management on organisational productivity in Indonesia, (d) case studies on how organisations in Indonesia implement talent management strategies, (e) analysis on how talent management strategies impact employee performance in Indonesia, (f) research on how organisations in Indonesia can improve human resource management, (g) studies on how organisations in Indonesia build talented teams, (h) analysis on how organisations in Indonesia can retain talented employees, (i) research on how organisations in Indonesia can improve competitiveness in today's job market, (j) case studies on how organisations in Indonesia adopt effective talent management strategies.

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