

Implementation of Talent Management as A Strategy for Enhancing the Professionalism of Civil Servants

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ABSTRACT

Bureaucratic reform requires professional and adaptive management of the state civil apparatus (ASN). One of the strategic instruments developed by the government is talent management to ensure the placement of employees according to potential, competence, and performance. This study aims to analyze the implementation of talent management at the Cirebon Regency Personnel and Human Resources Development Agency (BKPSDM), identify obstacles to its implementation, and examine efforts made to improve the professionalism of ASN. The theoretical framework of the research refers to the concept of talent management (Collings & Mellahi; Armstrong & Taylor), the Gallardo-Gallardo dimension of talent (natural ability, mastery, commitment, fit), as well as the subject's approach. The research method used is qualitative with a descriptive approach. Data were collected through in-depth interviews, observations, and documentation studies of purposively selected key informants and supporters. The results of the study show that talent management in the Cirebon Regency BKPSDM has been implemented in stages through competency and potential assessments, ASN profile mapping, and the implementation of a nine-box matrix. However, its implementation has not been optimal due to the limitations of assessors, political intervention, low digital literacy, and a work culture that is not yet performance-oriented. Improvement efforts are carried out through strengthening socialization, consistency in the implementation of the merit system, infrastructure development, and changes in work culture. It was concluded that talent management has the potential to significantly improve the professionalism of ASN, but it requires leadership commitment and sustainable institutional strengthening.

Keywords: talent management; professionalism; civil servants; bureaucratic reform; good governance.

INTRODUCTION

Bureaucratic reform is basically an effort to fundamentally update and change the system of government implementation, especially in terms of institutions, work procedures, and human resource management of the state civil apparatus. However, in its implementation, bureaucratic reform often does not go as expected and sometimes produces unintended impacts. Reforms inspired by the concept of public management, which initially aimed to reduce the power of the elite bureaucracy, could actually strengthen the position of the bureaucracy itself. This situation arises due to the fact that bureaucrats often play the role of designers as well as implementers in the reform process. As a result, elite bureaucrats have significant control over establishing, regulating, and implementing reform policies that are supposed to aim to limit their power (Kim & Han, 2015)

Bureaucracy in today's modern era, changes in the government's strategic perspective encourage state civil servants (ASN) to play a role not only as policy implementers, but also as drivers of innovation and professionalism in public management. Globalization and the acceleration of digitalization have made the quality of human resources (HR) of civil servants an important factor in increasing the competitiveness and effectiveness of government institutions. Conform to the opinion Armstrong & Taylor, (2020), today's organizations cannot survive by relying solely on traditional administrative systems, but must make talent management a key element in the organization's development strategy.

One form of reform in the bureaucracy includes several key aspects that are interrelated., bureaucratic reform includes changes in the institutional, administrative, and human resources apparatus. Institutional reform focuses on structuring organizational structures to be more effective, adaptive, and results-oriented. The reforms carried out in management aim to simplify government business processes and utilize information technology to improve the efficiency of public services (Dwiyanto, 2015). On the other hand, the reform of the human resources apparatus emphasizes the implementation of the merit system, competency development, and the formation of a professional work culture with integrity. All forms of reform basically aim to create a clean, effective, and responsive bureaucracy, while strengthening the role of civil servants as agents of change in facing challenges in the digital and global era (Thompson & Riccucci, 2015).

To achieve a professional, responsive, and public service-oriented bureaucracy, the government also strengthens the legal basis in the implementation of bureaucratic reform. One of the most important regulations is Law Number 20 of 2023 concerning the State Civil Apparatus, which emphasizes that the management of ASN must be carried out with the principles of merit, professionalism, and performance systems. This law serves as a legal basis in an effort to create a State Civil Apparatus that has integrity, competence, and the ability to innovate in dealing with changes in the strategic environment in the government. The merit system is an ASN policy and management that is based on qualifications, competencies and performance in a fair and reasonable manner for the formation of professional ASN. At the national level, the management of ASN talent is increasingly urgent through the agenda of bureaucratic reform and implementation Great Design ASN Talent Management 2021–2045 designed by the State Civil Service Agency (BKN). Talent management has been established as a policy used in ASN career management in accordance with the Ministerial Regulation of PANRB Number 3 of 2020. Talent management has transformed a career management system that was previously based on rewards into a career management system that focuses on qualifications, competencies, and performance. Talent management has been used as an important step to develop human resources of officials who are professional, neutral, with integrity, and have high performance to realize a world-class bureaucracy (Handayani, 2023).

The implementation of the talent management policy emphasizes that the State Civil Apparatus (ASN) in the future must have high qualifications, the ability to adapt to technological changes, and focus on improving the performance and quality of public services. In this situation, talent management has a strategic role to ensure the placement of employees according to their potential and qualifications (the right man on the right place), as well as to ensure continuity of leadership and continuous improvement of institutional performance.

The approach to talent management highlights the importance of a clear and sustainable strategy in managing employees' potential so that they can make an optimal contribution to the organization's performance. Not all ASNs have the same potential, therefore a system is needed to identify, develop, and maintain superior individuals who are innovative, adaptive, and have high integrity. In the midst of high public expectations for the quality of public services, talent management is the key to producing civil servants who are professional, competent, and ready to face dynamic changes.

The implementation of talent management in the public sector, especially at the local government level, is still experiencing challenges. Uneven talent mapping, limitations in

capacity building programs, and employee placement that is not entirely based on individual performance and potential are obstacles that are often faced. This situation results in the potential of ASN not being fully utilized, which has an impact on bureaucratic performance that is not optimal (Gallardo-Gallardo & Thunnissen, 2016).

The urgency of this research is amplified by several converging factors. First, the implementation of Law Number 20/2023 on ASN requires local governments to adapt their human resource management systems to merit-based principles, with talent management as a core component. Second, the State Civil Service Agency (BKN) has set targets for local governments to achieve recommendations for talent management-based position filling, with Cirebon Regency achieving this recommendation in 2025 for echelon II positions. Third, the Cirebon Regency Government has issued Regent Regulation Number 66/2021 on ASN talent management, making it a relevant case study for examining implementation challenges and successes. Fourth, the generational transition in the civil service workforce (baby boomers to Gen X to millennials) creates both opportunities and challenges for talent management implementation, particularly regarding digital literacy and adaptation to new systems.

The novelty of this research lies in five aspects. First, it focuses specifically on talent management implementation at the regency level (Cirebon), a governance level that has received limited scholarly attention compared to provincial or city governments. Second, it systematically applies the comprehensive Gallardo-Gallardo et al. (2013) talent framework (natural ability, mastery, commitment, fit, inclusive subject approach, exclusive subject approach) to analyze talent management implementation, rather than treating talent management as a monolithic concept. Third, it identifies specific operational obstacles to talent management implementation (limited psychological assessors, political intervention in position filling, baby boomer digital literacy gaps, and non-performance-oriented work culture) that have not been systematically documented in previous research. Fourth, it documents the achievement of BKN recommendations for talent management-based echelon II position filling as a significant milestone, demonstrating the practical impact of talent management implementation. Fifth, it provides an integrated analysis of talent management as a strategy for enhancing civil servant professionalism, connecting theoretical frameworks with empirical findings from a specific local government context.

The same situation also occurs in the Cirebon Regency Personnel and Human Resources Development Agency (BKPSDM), which has an important function in the management of the regional State Civil Apparatus (ASN). Although efforts to implement talent management have been initiated as part of an employee performance improvement strategy, its implementation is still not running effectively. Several fundamental problems are still visible, such as the lack of assessors with adequate psychological backgrounds, limited technological facilities and infrastructure to support the implementation of competency assessments, and the dominance of the baby boomer generation who have difficulty adapting to technological advances. Based on this context, the author raised this research with the title "Implementation of Talent Management as a Strategy to Improve the Professionalism of the State Civil Apparatus".

Based on the problems that have been described, this study aims to provide a more comprehensive understanding of the implementation of talent management within the Cirebon

Regency Personnel and Human Resources Development Agency (BKPSDM). According to Sugiyono, (2013) The purpose of the research is the direction to be achieved in answering the formulation of the problem through a systematic scientific process. In this context, this research focuses on three main aspects. First, analyzing how the implementation of talent management of the State Civil Apparatus (ASN) is carried out at the Cirebon Regency BKPSDM. Second, identify various obstacles that cause the implementation of talent management within the Cirebon Regency Government to not run effectively. Third, examining various efforts that have been and can be made by BKPSDM to effectively implement talent management as a strategy to improve the professionalism of ASN, in line with the views of Armstrong & Taylor, (2020) that effective talent management is the key to building sustainable organizational performance and adaptive to change.

METHOD

This study uses a qualitative method with a descriptive approach. This approach was chosen because it is considered to be able to provide in-depth insight into the social phenomenon being researched (Scott, 2023). The object of the research is talent management as a strategy to improve the professionalism of ASN. Talent management aims to prepare potential employees for strategic positions in the future (Farida, 2025) ASN professionalism, as explained Fauzan, (2024), reflected in the ability to carry out duties according to competency, ethics, and responsibility standards. This research was carried out at the Cirebon Regency Personnel and Human Resources Development Agency (BKPSDM).

Data collection through observation, interviews and documentation (Scott, 2023). In-depth interviews were conducted with key informants and supporters. The key informant is the Head of the Cirebon Regency BKPSDM who is directly involved in the implementation of the talent management program. The supporting informants consist of BKPSDM employees, and ASN. Direct observations are carried out to understand the real conditions in the BKPSDM work environment. Documentation is carried out by researching various official documents such as personnel data, as well as relevant program implementation guidelines.

The selection of informants in this study was carried out using the purposive sampling, namely sampling data sources with certain considerations. Data analysis using an interactive analysis model developed by Miles et al., (2014) which consists of three stages, namely data reduction by selecting relevant data, presenting data in the form of narrative explanations, and drawing conclusions and verifying to interpret the data and ensure its correctness through re-examination of existing data sources.

To ensure the validity of the data, this study applied the Triangulation resources and techniques, (Scott, 2023) Triangulation Techniques, researchers use different data collection techniques to obtain data from different sources. Triangulation of sources means, to obtain data from different sources with the same techniques.

RESULTS AND DISCUSSION

The results of the study show that the implementation of talent management at the Cirebon Regency Personnel and Human Resources Development Agency (BKPSDM) is carried out based on national policies stipulated through the regulation of the Minister of State Civil Apparatus Empowerment and Bureaucratic Reform (PANRB) Number 3 of 2020

concerning talent management. This policy is the main basis for strategic ASN management through the process of identifying, mapping, and developing employees based on competence, potential, and performance. The Cirebon Regency Government stipulated Regent Regulation Number 66 of 2021 concerning ASN talent management within the Cirebon Regency government which functions as an operational guideline in the implementation of talent management.

Talent management functions as an improvement in ASN professionalism, competence, and performance as well as providing certainty and clarity in talent careers. It aims to accelerate sustainable career development and to increase the achievement of strategic goals of national development towards good governance. One of the applications of talent management is in the Cirebon Regency BKPSDM which has implemented talent management in stages in accordance with policies. The initial stage is the identification and mapping of ASN profiles through competency assessment and potential using an assessment center that has been accredited by the State Civil Service Agency (BKN). The competency assessment is carried out by the internal assessor of the Cirebon Regency BKPSDM, but the potential assessment still involves external parties due to the limited resources of assessors with a psychological background. The assessment process has been carried out by most ASN, especially in structural and administrative positions, although there are still some functional positions that have not been fully assessed.

Reviewed from the talent management approach according to (Gallardo-Gallardo et al., 2013), the results of research at BKPSDM Cirebon Regency show that the object approach has been applied through an assessment of individual characteristics of ASN which includes natural ability, mastery, commitment, and compatibility between individuals and positions. The identification of natural abilities is carried out through a structured assessment that describes the potential and tendency of ASN talents in Cirebon Regency. Competency mastery is reflected in the application of standard operating procedures and the implementation of competency development in a sustainable manner. The work commitment of ASN in Cirebon Regency can be seen from discipline and responsibility in the implementation of duties. The fit between individuals and departments is shown through the compatibility between work experience, competencies, and departmental demands. Furthermore, there is a subject approach in talent management that has been implemented at the Cirebon Regency BKPSDM. The inclusive approach can be seen from policies that provide competency development opportunities to all State Civil Apparatus, while the exclusive approach is realized through the identification of ASNs with high performance and superior potential to be prepared to occupy strategic positions. These two approaches are carried out hand in hand in the talent management system that applies in Cirebon Regency.

The results of this study show that the implementation of talent management in the Cirebon Regency BKPSDM has not been fully optimal. The main obstacle in its implementation lies in the level of awareness of ASN which is still diverse in utilizing talent management as a means of career development. In an effort to overcome these obstacles, the Cirebon Regency BKPSDM began to utilize ASN talent profile data in the process of filling positions, rotations, and mutations in a more targeted manner. The implementation of talent management in the Cirebon Regency BKPSDM has resulted in outcomes in the form of the

development of an ASN management system that is more data-based and oriented towards improving the professionalism of the apparatus.

Implementation of Talent Management at BKPSDM Cirebon Regency

The implementation of talent management is a comprehensive approach that aims to identify, and appropriately assign ASN based on competence, potential, and performance. The implementation of talent management at BKPSDM Cirebon Regency not only focuses on the current needs of the organization, but also prepares professional leaders in the future who are in accordance with the direction of organizational development. This is based on two approaches to talent management theory according to (Gallardo-Gallardo et al., 2013) to comprehensively understand the meaning of talent. The first approach sees talent as an object (Object Approach) talent is seen as a characteristic, talent can be understood as Natural ability (natural ability), Mastery (mastery), commitment (commitment), fit (compatibility). and the second approach looks at Talent as a subject (subject approach).

Based on the results of interviews conducted with the Cirebon Regency BKPSDM, it is known that the implementation of ASN talent management has been carried out in stages since the enactment of the 2022 Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform which regulates talent management. The Cirebon Regency Government implements this policy by stipulating Regent Regulation Number 66 of 2021 concerning the talent management of civil servants within Cirebon Regency which regulates talent management and the implementation of competency and potential assessments of ASN. This regulation serves as the basis for the implementation of talent management within the Cirebon Regency Government.

Field findings show that the implementation of talent management aims to identify and map the competency profile of each ASN. The mapping process is carried out through its own assessment center which has been accredited by the State Civil Service Agency (BKN), so that the results of the competency assessment can be recognized nationally. Competency assessments are carried out by internal assessors at BKPSDM, while potential assessments still involve external parties, namely Solo State University, due to the limitations of assessors who have psychological backgrounds. Most of the ASN in Cirebon Regency have participated in the assessment process, especially ASN who occupy structural positions such as echelon III, echelon IV, executive positions, and several functional positions. However, there are several functional positions that have not been fully implemented, especially the functional positions of teachers and health workers, due to the large number of employees. Therefore, the Cirebon Regency BKPSDM prioritizes the implementation of assessments in structural positions first.

The implementation of talent management in Cirebon Regency has begun to run more clearly since the competency assessment for ASN profile mapping in 2023 and the competency assessment for administrative positions have been almost entirely completed. In 2024, the ASN profile data that has been obtained will begin to be used in the personnel management process, such as filling positions, rotations, and mutations, although the implementation is still not optimal. A significant development will occur in 2025, when the Cirebon Regency Government receives a recommendation from the National Civil Service Agency to implement talent management in filling primary high leadership positions. The recommendation was obtained after the Cirebon Regency BKPSDM met various set requirements, such as the availability of an ASN profile database, a performance assessment system, and the fulfillment of its

competency assessment criteria. With these recommendations, filling echelon II positions in Cirebon Regency no longer has to go through an open selection mechanism, but can be done based on the results of talent management that has been prepared.



Image 1 Cirebon Regency ASN Competency Assessment Data

Source : BKPSDM Cirebon Regency 2026

In its implementation, the talent management assessment uses a nine-box talent system with weighting that places the Y axis (performance) at 55% and the X axis (competence and potential) at 45%. Performance assessment on the Y axis is based on the achievement of employee performance goals (SKP) and involves direct assessment from the supervisor as the leader of the work unit. This approach is intended to ensure that the promotion and career development of civil servants is not only based on the results of formal tests, but also on real performance and daily work behavior.

Natural Ability

Natural ability is understood as an individual's innate ability or potential to perform better than others in a certain field. In the study of talent management, the term talent is usually associated with a combination of pre-existing thinking skills, skills, and potentials that can be explored in a specific job context. This approach affirms that talent can be seen from birth, although its implementation requires opportunities, experience, and a supportive environment to grow. This statement is in line with the definition that explains that talent can be defined as an individual who shows excellent performance or at least has great potential in his or her duties. (Gallardo-Gallardo et al., 2013).

Based on the results of interviews with the Cirebon Regency BKPSDM, the implementation of talent management at the Cirebon Regency BKPSDM has been directed to recognize employee competency profiles which include aspects of potential and competence. Potentials related to interests and talents are identified through structured assessments. Through this assessment, the organization obtains an overview of the natural tendencies and abilities of employees and the suitability of these potentials with the needs of the organization.

Employees' ability to think logically and analytically can be seen from the implementation of relevant tasks, such as writing circulars and policy documents. These tasks require the ability to analyze problems, determine legal basis, and formulate rational arguments. In addition, this ability also arises when employees analyze strategic policy issues, such as in the evaluation of the implementation of Flexible Work Management (FWM), which shows the ability of employees to think critically and adjust to policy changes.

Based on the findings of the employee's natural ability, it can be seen from the work method that prioritizes cooperation, mentoring, and supervision in a sustainable manner in the implementation of work. Monitoring of the development of employee capabilities is carried out regularly while encouraging the formation of a mutually supportive work team. In addition, the ability to adapt to changes in systems and technology can also be seen from the adjustment to the e-performance filling procedure that goes from annual to monthly, which can be done on time since the policy is implemented.

Employees' natural abilities are also measured through competency assessment (PENKOM) which utilizes standard instruments to assess psychological aspects, ways of thinking, and individual character. The results of the assessment produce recommendations that become the basis for competency development planning, both through training and guidance, so that the natural potential of employees can not only be identified but also developed in a targeted manner to support the improvement of organizational performance.

Mastery

Mastery emphasizes that performance excellence is not only determined by innate potential, but the result of planned learning, repeated practice, and continuous work experience. In this approach, the best performing individuals are those who have developed skills through deliberate practice and a deep learning process. (Mosing et al., 2024).

Based on the results of the interview with the Cirebon Regency BKPSDM, the mastery in the implementation of procedures at the Cirebon Regency BKPSDM can be seen from the implementation of standard operating procedures (SOPs) that have been integrated into the ISO certified quality management system. All staff-related services, including the promotion process, study permits, study assignments, and periodic salary increases, are carried out in accordance with the Standard Operating Procedures (SOP) that have been clearly and measurably determined. The implementation of this standard does not only focus on administrative aspects, but is also supervised through evaluation and audit mechanisms that are carried out periodically, both by internal and external parties. Through this audit, each work unit is expected to work according to the time and quality of services that have been determined, so that the level of mastery of work procedures is maintained in a sustainable manner.

In addition to mastering procedures, the mastery dimension is also supported by the implementation of competency development which is the rights and needs of employees. Every State Civil Apparatus (ASN) has the right to receive at least 20 hours of training each year, which aims to improve technical and managerial skills. At certain levels, such as administrators, competency development needs to be done through leadership training. This training not only serves as a requirement for the position, but also helps improve managerial skills, especially in decision-making, team management, and the implementation of leadership functions at the middle organizational level.

Indicators of professional skill mastery are also assessed through competency assessments that are carried out periodically. This assessment is carried out every two years to assess the development of employees' abilities and adjust them to the needs of the position that continues to change. This assessment includes managerial competence, technical competence, and personal potential, which are compared to the specified job competency standards. In this way, the employee's ability to meet the demands of his position can be assessed objectively. The results of this competency assessment are used to identify gaps between the competencies of employees and the standards of the competencies of the position. If any gaps are found, appropriate competency development measures are required, such as training or other forms of development. Thus, the understanding of employee mastery is not considered as a fixed condition, but as a dynamic process that is always improved and improved according to the needs of the organization.

Commitment

Commitment is one of the important factors that affect the successful implementation of policies and human resource management in public organizations. In talent management, commitment is not only understood as an individual's desire to carry out tasks but also as an emotional and dedicated relationship between leaders and employees in supporting organizational goals in a sustainable manner (Mokoena et al., 2022).

Based on the results of interviews with the Cirebon Regency BKPSDM, employee commitment is reflected in the awareness of responsibility as state apparatus to continue to improve performance. Work motivation is not solely oriented to personal interests, but is directed at efforts to encourage the improvement of the performance of local governments as a whole to support the achievement of the vision and mission that has been set. This shows that the work motivation of ASN has a dimension of public responsibility and strong bureaucratic idealism.

Based on findings in the field, work motivation is also directed at the formation of a competitive and achievement-oriented work culture through the application of talent management. ASN is encouraged to improve performance, innovate, and achieve measurable results as part of efforts to accelerate the achievement of organizational goals and improve the quality of performance of the apparatus in an ongoing manner. The sustainability of work motivation is greatly influenced by the commitment of leaders and policymakers in implementing talent management consistently. Consistency between the policies that are socialized and the practices implemented are the key factors in maintaining the morale and trust of ASN. Inconsistencies have the potential to lower motivation and weaken employees' commitment to the system they are building. Efforts to maintain work motivation are also carried out through the implementation of reward and punishment mechanisms. Awarding outstanding civil servants serves as a performance booster, while sanctions for employees who do not meet performance targets or violate rules are aimed at maintaining discipline, justice, and organizational objectivity.

Work commitment is also reflected in discipline and responsibility for carrying out tasks, especially through compliance with working hours and consistent attendance as a form of example. Leadership example is an important element in building a positive work culture because it has a direct effect on the behavior of subordinates. In addition, work commitment is

manifested in the willingness to take greater responsibility in the face of changes in work culture, from a pattern based on personal closeness to a talent management-based system. BKPSDM plays a strategic role in providing understanding and education to ASN regarding objective and measurable assessment of competencies, potential, and performance, so that personnel decisions are no longer subjective.

Fit

A match between individuals and job titles is a key foundation in human resource management, especially in the context of talent management in the public sector. Compatibility (person-job fit) shows how well an employee's skills, qualifications, experience, and potential match the requirements of his or her position. This principle is a crucial basis for achieving the correct placement of employees (the right person in the right place), so that the organization can achieve maximum and sustainable performance (Gallardo-Gallardo et al., 2013).

Based on the results of interviews with the Cirebon Regency BKPSDM, the compatibility between individual abilities and job needs at the Cirebon Regency BKPSDM can be seen from the harmony between work experience, understanding of duties, and positions held. Work experience in various fields in BKPSDM and in other regional institutions has built a comprehensive understanding of the personnel system and government management. This shows that the skills and experience possessed are very suitable for the needs of the position held.

The ability to fit into the culture of the organization also enhances that aspect of compatibility. Adjustments to variations in job characteristics, work speed, and performance expectations across different organizations reflect an individual's ability and readiness to deal with changes in the organization. Good adjustment is an important factor in maintaining performance and continuity of tasks, especially in a work environment that requires punctuality and cooperation between functions.

In the context of job satisfaction, comfort in performing roles depends not only on individual factors, but also on the success of the organization in achieving strategic goals. Job satisfaction becomes clear when strategic policies, such as the implementation of talent management, can be implemented properly and provide significant results for the organization. Therefore, the aspect of compatibility can be seen from the synergy of competence, adaptability, and satisfaction based on performance results, which as a whole supports the effectiveness of task implementation and the achievement of organizational goals.

Inclusive Subject Approach (Talent as All People)

Approach inclusive subject approach (talent as a people) considers that every employee has the potential to be developed as talents, not just those who occupy strategic positions or who are considered better. This approach emphasizes the need to provide balanced and fair opportunities for all employees to learn, develop, and contribute according to their abilities. In the environment of public organizations, this method is important to create a culture of learning and a sense of belonging among State Civil Apparatus (ASN) who have various backgrounds and expertise. By making all employees the main focus in talent management. (Gallardo-Gallardo et al., 2013).

Based on the results of interviews with the Cirebon Regency BKPSDM, the opportunity to develop and advance basically already exists widely within the Cirebon Regency BKPSDM. The informant emphasized that employee competencies can develop from various

backgrounds, especially if they are placed according to their skills, because this situation encourages employees to continue to develop themselves and improve their competencies. However, the informant also admitted that there is still a problem, namely that many employees are already in the comfort zone as civil servants. Salary certainty that provides a sense of security makes some employees ignore the importance of improving self-competence, so that the development of their potential does not run optimally. Nevertheless, the organization continues to provide the widest possible opportunities, and the implementation of such development ultimately depends on the wishes of each employee.

In terms of facilities, BKPSDM has provided various facilities that are quite important to support the development of employee potential. The informant revealed that there is a learning information system called ELMU and the establishment of BKPSDM as a corporate university. In collaboration with the Provincial BPSDM, employees can gain access to self-development modules accompanied by pre-test and post-test mechanisms to evaluate competency improvement. In addition, the organization also facilitates the improvement of formal education qualifications by providing scholarship opportunities, including LPDP, to foreign countries.

Exclusive Subject Approach (Talent as Some People)

The exclusive subject approach (talent as some people) is the talent in an organization that is only owned by a certain handful of individuals, namely those who show excellent performance, have high potential, or occupy strategic positions. In this method, development attention is not directed to all employees, but to a small group that is considered to make the greatest contribution to the future success of the organization (Gallardo-Gallardo et al., 2013).

Based on the results of the interviews, BKPSDM has made important changes in the way of identifying high-performance employees. The informant revealed that previously, the determination of outstanding civil servants was mostly based on proposals from the head of the service without any objective performance assessment. Currently, the system is updated with a focus on electronic performance evaluation. Employees who have excellent performance values, show innovation, and are active in team assignments, for example, often serve as team leaders when handling various problems can be considered as outstanding civil servant candidates. Thus, the process of determining superior talent does not only depend on recommendations from leaders, but rather takes the basis on real performance evidence and potential revealed in each regional apparatus.

Regarding competitive advantage, the informant stated that communication skills are one of the main skills that distinguish an employee from his colleagues. Employees who can communicate effectively with their superiors, subordinates, colleagues, and outsiders are considered superior. The ability to maintain consistency in communication in various situations, including when faced with challenges or emotional differences, is considered a complex skill but has a profound effect on work effectiveness. The informant added that various problems in the organization arise due to poor communication, so employees who can manage communication well have an important role in achieving organizational goals.

Leadership potential, the informant stated that there is an opportunity to make existing strategic decisions, especially for structural officials within the BKPSDM. Informants argue that future leaders need to be adaptive, adaptable to change, quick to understand the problem

at hand, and be collaborative. The informant also highlighted the leadership style of the previous generation which was often rigid and less adaptable, so that it became not so suitable for future dynamics.

Obstacles to the Implementation of Talent Management at BKPSDM Cirebon Regency

The implementation of talent management at BKPSDM Cirebon Regency still faces various structural, cultural, and technical challenges. Based on the results of the interview with the Cirebon Regency BKPSDM, the obstacles related to the commitment of the leadership, regional heads who act as personnel development officials (PKK). The informant emphasized that regional political fluctuations greatly affect objectivity in filling positions. Although normatively the mechanism for filling positions has been regulated in laws and regulations, in the field subjective assessment of leaders is difficult to avoid. This situation causes talent management to not be fully relied upon in making decisions related to promotions and position mutations. But there is a view from informants that talent management still provides advantages because the selected individuals have been identified with their potential and competencies, so that they are generally considered appropriate to occupy certain positions, although there are still shortcomings that can be corrected through further coaching.

The findings show that ASN's understanding of the concept of talent management is low. Many ASN consider the process of assessing potential and competencies as just a formality, not as an objective and strategic career development tool. This perception has an impact on the lack of seriousness of ASN in participating in assessments so that the results of talent mapping do not fully reflect the true potential of each individual employee. The socialization and internalization of talent management policies needs to be improved so that civil servants understand the long-term benefits of this system for their career development.

Technical challenges arise from dependence on outside parties, especially colleges that provide experienced assessors in the field of psychology. Not having an internal assessor with psychological competence makes the potential assessment process take longer and raises concerns that the assessment results are not fully in accordance with the characteristics and needs of the region. Informants argue that presenting psychologists or internal assessors from local governments will be more effective because they are considered to have a better understanding of local conditions and the dynamics of local bureaucratic organizations.

In addition, there are challenges, especially among the baby boomer generation of ASN. The informant explained that senior civil servants often consider assessments as a purely formal procedure and have limitations in digital literacy. The use of computer devices during the test is an obstacle for older civil servants who are not familiar with technology. Even though the organizing committee has provided assistance, generational differences and technological readiness still affect the smoothness and quality of assessment results. In terms of the effectiveness of the implementation of talent management, the informant emphasized that the work culture of ASN is the most significant inhibiting factor. Today's work culture is still dominated by the pattern of "falling out of obligation," which is working only to fulfill routines and working hours without any incentive to exceed targets or create innovation. This kind of work culture is considered not in line with the core values of ASN BerAKHLAK launched by the central government. As a result, the performance of ASN tends to be at an average level, so that the talent profile is concentrated in the middle box category, such as box 5 to box 8 in the talent matrix.

Efforts Made by BKPSDM Cirebon Regency in Effective Talent Management

In an effort to overcome various obstacles in the implementation of talent management in Cirebon Regency, the Cirebon Regency BKPSDM as the regional personnel management agency has implemented various strategic steps to ensure the continuity and success of the implementation of talent management.

The first step emphasized by the informant is to maintain the consistency and professionalism of the Cirebon Regency BKPSDM in providing talent management results. The informant emphatically stated that in the context of local government, interference from leaders, especially regional heads who function as Civil Service Supervisory Officials (PPK) is something difficult to avoid. Even so, the Cirebon Regency BKPSDM strives to take a leadership role in talent management, while still presenting the results of mapping potential and competencies in an objective, professional, and data-based manner. The results of the talent assessment and mapping are submitted to the Regent as the PPK without any manipulation or partisanship, so that the final decision taken by the leader still has a strong and rational basis. This effort reflects the institutional commitment of the Cirebon Regency BKPSDM in maintaining the integrity of the talent management system, while reducing the influence of subjective assessments in filling positions. That way, even though the final decision is in the hands of the PPK, the decision-making process is still supported by objective and measurable recommendations.

The second step taken is to increase the socialization and internalization of talent management policies to ASN within the Cirebon Regency Government. The informant explained that socialization was carried out not only formally through direct meetings with personnel managers from various regional apparatus, but also through various public communication channels. The Cirebon Regency BKPSDM uses social media, YouTube channels, podcasts, and collaborations with local print and television media to expand the reach of socialization. This step is intended to increase civil servants' understanding that talent management is not just an administrative formality, but a strategic system that has a direct impact on their career development.

The informant emphasized that socialization alone is not enough. Therefore, the next step is focused on implementing talent management consistently and realistically, so that civil servants can feel the direct impact of the system. When there are civil servants who show good performance, innovate, and have adequate competence, and experience career advancement through promotions or filling strategic positions, it becomes a real example for other civil servants. This strategy is expected to create a motivational effect, where civil servants are encouraged to improve performance and innovate because they see a clear relationship between achievement and career development.

The next effort is to change the work culture of the State Civil Apparatus (ASN) through strengthening the performance evaluation system and work discipline. The informants linked the implementation of talent management with various supporting tools, such as the use of a technology-based attendance system through MPRAS (ASN Attendance Car). This system aims not only to improve attendance discipline, but also as a step to change the way of thinking of civil servants who were previously only physically present. By combining presence,

performance evaluation, and talent management, it is hoped that ASN will not only be at the job site, but also be able to provide quality performance and add value to the organization.

CONCLUSION

The implementation of talent management at the current BKPSDM of Cirebon Regency is not only administrative, but has developed into a more real and operational system. The Cirebon Regency Government has succeeded in building a strong foundation through Regent Regulation Number 66 of 2021. One of the most important achievements is the ability of the Cirebon Regency BKPSDM to map the profile of thousands of civil servants through an assessment center that was developed independently. The impact of this effort is expected to be increasingly visible in 2025, when the level of trust from the central government (BKN) has reached a high level, so that the filling of echelon II positions does not have to go through a position auction mechanism, but simply takes advantage of data from the available talent database. When viewed from a theoretical perspective, the Cirebon Regency BKPSDM seeks to combine two different approaches. On the one hand, the Cirebon Regency BKPSDM appreciates the natural talents and technical skills of employees through an object-based approach. On the other hand, the Cirebon Regency BKPSDM continues to be inclusive by providing self-development opportunities to all civil servants through programs such as the Corporate University and the ELMU system.

The implementation of talent management at the Cirebon Regency BKPSDM has not been fully effective. The main obstacles come from human resource factors and work culture. There is an influence of political factors in the placement of positions, as well as challenges in mastering technology among senior civil servants. In addition, a work culture that tends to be oriented towards just completing routine tasks is still a problem. Many State Civil Apparatus (ASN) are still in their comfort zone and view assessment only as a formality procedure, not as a means of self-development.

The Cirebon Regency BKPSDM has made various efforts oriented towards human values, one of which is by maintaining data integrity so that regional leaders can obtain objective and accurate recommendations. Socialization is also now carried out with a more relaxed and modern approach through social media and podcasts, so that it is easier to be accepted by various groups. Talent management in Cirebon Regency is not only related to data and digital systems, but is a continuous effort to build a fairer work ecosystem, where civil servants who perform well and innovatively receive appropriate awards and career opportunities.

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