

SYSTEMATIC LITERATURE REVIEW ON TALENT MANAGEMENT EFFECTIVENESS IN STATE-OWNED ENTERPRISES (SOEs)

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Abstract:

Background: Implementing talent management effectively in state-owned enterprises (SOEs) is crucial due to large number of Indonesia's youth working therein and the contributions of Indonesian SOEs optimizing the productive workforce for national growth. However, Indonesia's experiencing global talent indices lower ranking, due to the lack of standardized effectiveness measures, limited leadership commitments impeding execution maturity, millennial turnover intentions, and leadership development struggles as an impact of digitalization.

Purpose: This review aims to develop a comprehensive diagnostic framework and capability by pinpointing the highest influence effectiveness factors in talent management framework. This systematic review investigates talent management challenges to develop an integrated architecture and roadmap for enterprises, which then can be used for talent management research especially for Indonesian state-owned enterprises.

Design/methodology/approach: this research conducted with systematic literature review, enriched with Publish & Perish application to map articles with high citations, followed by content analysis to answer the research question.

Findings/Results: The findings suggest further studies need for multidimensional methodology by incorporating system thinking. Other previous studies focused on determining effectiveness in comparison to purposes, while many factors should be considered in determining effectiveness on implementation level.

Conclusion: Comprehensive approach will enable empirical examination of correlational linkages to inform the synthesized analytical frame, aligning policies to long-range mechanisms, and continually refining frameworks amidst uncertainty with evidence-based modifications.

Originality/value (State of the art): This study provides a strong foundation in developing an integrated talent management architecture and roadmap for SOEs-specific talent management research. The key impact is in the context of developing more effective talent management with extensive framework that includes process and supporting capabilities.

Keywords: BUMN, Effectiveness, state-owned enterprises, talent management, talent management implementation

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INTRODUCTION

Academic studies on talent management have expanded since 2010 yet still considered a non-matured field due to lack of quality and relevance (Thunissen and Gallardo-Gallardo, 2019). Research indicates differing perspectives regarding talent management concepts, models, stages and effectiveness across cultures and policies (Claus, 2019). However, companies increasingly believe that adequately implemented talent management brings tremendous benefits (Gallardo-Gallardo et al 2019) and talent management has been proven to effect employee performance (Yuwono et al. 2021). A comprehensive understanding of talent management effectiveness within this sector remains limited, creating a gap that this research aims to address.

As Indonesia currently experiences a demographic dividend, effectively implementing national talent management can optimize the productive workforce to accelerate economic growth and prosperity. However, Indonesia ranks 80th on the 2023 Global Talent Competitiveness Index, indicating the need for better talent development and management in the public and private sectors (Insead, 2023). State-owned enterprises (SOEs) play a strategic role in talent management as they are large in operational scale and complexity with significant human resources, acting as economic pillars vital to national economies (Koto, 2021). Therefore, examining the effectiveness of talent management within Indonesian SOEs is crucial for national economic development, warranting a focused investigation into this sector.

This evidence reinforces the strategic imperative for Indonesian SOEs (BUMN) to implement talent management effectively. BUMN spans diverse industries, from energy, minerals and plantations to infrastructure, logistics and tourism. The talent management landscape within Indonesia public and private sectors presents multifaceted challenges that impede effective implementation (Linawati et al 2024). Demographic and experiential diversity among talents, varying levels of implementation maturity, absence of standardized effectiveness measures, and wavering leadership commitment collectively contribute to the existing issues.

A survey conducted by Dewanto and Kusumastuti (2022) underscores a concerning trend among millennial employees in SOEs, with only 10%

expressing intentions for long-term commitment. This points towards a significant retention issue that requires urgent attention. Rapan and Alam's (2021) study further emphasizes the need for enhanced engagement, growth opportunities, and reform to address the alarming statistic of 79% of millennials being open to leaving their current SOE positions.

Efforts have been made to address talent management challenges within BUMN through initiatives such as the Integrated Talent Management System, talent pools, talent internship, and Executive Talent Development Program to optimize top talents acquisitions across (KBUMN Annual Report 2022). Yet achieving readiness remains an important issue that reflects an urgent improvement in talent management effectiveness (Linawati et al 2024). This suggests that there is a need for a more nuanced approach to integrated systems to ensure effective talent identification and management. Additionally, critical research questions demand exploration: What factors exert the most influence on talent management effectiveness in BUMN? How can BUMN benchmark and enhance its talent management strategies? What processes and systems would fortify sustainable leadership pipelines? Addressing these questions will contribute to the academic discourse and offer practical solutions for improving talent management practices in Indonesian BUMN and SOEs globally. Previous studies on the implementation of talent management in BUMN provides descriptive explanation of the implementation (Chan and Claudia, 2018; Sedarmayanti et al. 2019), strategy and practices (Hariyanto and Said, 2020; Wolor et al 2020; Santoso et al 2021). However, the effectiveness of talent management remains under-researched, especially factors contributed.

Authors use the multidimensional approach to leverage the latest models while considering contextual dynamics for impactful BUMN talent transformation. Firstly, the research methodology incorporates a system thinking approach that recognizes the interconnections between talent management components at individual, organizational and national levels. Secondly, an analytical frame diagnoses root causes by mapping talent management influences, effectiveness standards, implementation maturation, and impact on leadership development. Thirdly, a multipronged yet integrated roadmap corresponding to the transformational priorities of each systemic layer should be outlined.

The study aims to contribute in developing framework for effective talent management through academic literature and organizational practice gaps. Researchers and practitioners accept the importance and impact of talent management to performance, but few have studied the extent of the effectiveness of talent management implementation. Evaluating effectiveness should be approached in multilevel perspectives to integrate complexity and variety of practices (Collings et al 2020). Current understanding of evidence-backed talent management features that strengthen staff excellence and leadership pipelines remains deficient. Practical enterprise initiatives also demonstrate inadequacies, lacking of systemic effectiveness measurement tools and leader commitments. The study insights can refine prevailing theoretical foundations and upgrade practical BUMN policies on accelerating human capital sophistication. As Indonesia progresses with its national talent competitiveness agenda, this work remains primed to enhance state enterprise capabilities. This research contains several key novelties. Firstly, the scope spans diverse BUMN industry clusters, encompassing multiple constituent and subsidiary companies rather than a single firm. Secondly, the study analyses the talent management components and framework that enhance execution and sustainability. Much existing research spotlights impact, while research on architecture remains sparse. Thirdly, talent management effectiveness benchmarks account for the interlinked BUMN context through integrated systems rather than standalone settings.

This research on enhancing BUMN talent management effectiveness confers benefits across four key stakeholder groups. It will expand academic discourse on strategically nurturing human capital as a competitive advantage, including leadership development. Practitioners from BUMN to policymakers will gain an evidence-led talent management architecture with standardized performance measures to progress execution maturity. BUMN companies should receive an executable framework with actionable plans to strengthen end-to-end talent value chains – from attraction channels tailored to Indonesian youth and accelerated capability building enabling agility to data-driven retention elements fostering deep employee loyalty. With Vision 2045 prioritizing human excellence expansion, this comprehensive research with multifaceted benefits target raising talent readiness and leadership bench strengths to propel Indonesia's strategic sectors.

Talent management has seen growing recognition as a strategic imperative enabling firms to sustain a competitive edge amidst uncertainty. The authors highlight three key theoretical foundations related to talent management based on Mulului and SMA study (2017), to put context for discussion on how talent management should be examined (Gallardo-Gallardo et al, 2019). Essential foundations include the resource-based theory anchoring talent as differentiating assets conferring advantage, social exchange perspectives highlighting relational dynamics engendering talent retention, and human capital theories linking talent cultivation to performance.

The resource-based theory is pivotal in locating talent resources as rare, inimitable and non-substitutable strategic assets driving organizational success. Studies demonstrate significant positive links between quality talent management architecture, human capital enrichment, and sustaining firm performance even during adversity. Social exchange theory constitutes pivotal foundations of relational facets underpinning effective talent management executions. Human capital theory illuminates the importance of talent value propositions, aligning to individual aspirations and crafting developmental pathways responsive to emerging priorities nurtures talent loyalty and performance excellence. TM effectiveness SLR framework in Figure 1.

METHODS

The systematic literature review (SLR) for investigating talent management challenges within State-Owned Enterprises (BUMN) in Indonesia was conducted in January 2024. First stage of study began by determining scope coverage that included time frame, source of literature and criteria of relevance. To capture the evolution of talent management discussion, the time frame was set from 1998 to 2023, as this period aligns with the emergence of talent management as a critical field of study. A comprehensive search strategy was employed across reputable academic databases such as PubMed, IEEE Xplore, Scopus, and Google Scholar. This multipronged approach aimed to encapsulate national and global perspectives on talent management within the SOEs context. Utilizing a combination of keywords, including "talent management," "State-Owned Enterprises," "Indonesia," "leadership development," and "effectiveness," enhances the

specificity and breadth of the literature search. This SLR's inclusion and exclusion criteria ensured that the selected articles align with the study's specific focus on talent management challenges in BUMN. Criteria emphasize relevance, BUMN context, and empirical evidence while excluding articles lacking alignment or rigour.

The next stage consisted of literature screening process from extracted data. Data extraction involved systematically retrieving pertinent information from selected articles, encompassing authors details, publication years, research methods, key findings, and theoretical frameworks. Data categorization conducted based on identified challenges in talent management within BUMN, paving the way for a structured-thematic analysis. This involved a systematic review of abstracts and titles, then thoroughly examining selected articles to verify their quality and relevance.

Thematic analysis facilitates the identification of recurring patterns, challenges, and gaps in the existing literature. By analyzing differing perspectives on talent management concepts, models, and effectiveness across various cultures and policies, the review aims to present a nuanced understanding of the subject matter. Methodological rigor assessment is integral to the SLR, prioritizing studies with robust empirical methodologies. This critical evaluation highlights any inconsistencies or limitations in the existing literature, contributing to a comprehensive understanding of the methodological landscape.

The subsequent steps involved gap identification, synthesis of findings, and proposing solutions and future directions. These stages provided a holistic overview of talent management challenges in Indonesian BUMN, offering practical and theoretical insights to address identified gaps and enhance talent management effectiveness within this vital sector. To maintain the quality of this research, the search for research publications only focused on contemporary research works, including PSS practice in industry. The most significant results were from keyword searches using 'talent management', 'State-Owned Enterprises', 'leadership development', AND 'effectiveness'. The methods used in this study include the following steps (Figure 2):

1. Use the "Publish & Perish Version 7" search application to get and map articles published with high citations on the above keywords. A keyword search above picks up the 1000 best articles on Google Scholar and the 200 best on SCOPUS.
2. Map the structure and theory used in the publication of 'talent management' articles and categorized and selected to be included in six categories (six categories of 'research questions'.
3. Identify research themes, methodologies, and approaches used in published research, especially those related to 'talent management'.
4. Accumulation of keywords, researchers and the most used words in research publications.

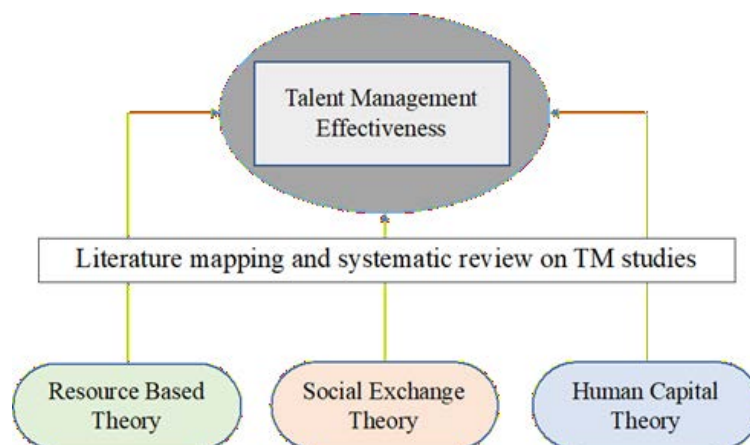


Figure 1. TM Effectiveness SLR Framework

This study looks at the conceptualization process of 'talent management' one by one from existing research journals because it looks at many different themes of published journals in a broader view to see relevance in practice and universally. With the increasing popularity of the 'talent management' terminology, many researchers are trying to create several models, especially those related to external parties such as governments, non-profit organizations, business associations, training centers and universities. The article was initially filtered based on the keywords 'talent management', then continued to include the article title and abstract. Findings on researchers with the most citations, journal names, links between researchers, keywords and 'corpus' in selected articles. Inclusion, exclusion and snowball effect criteria are used to obtain articles that match the topic of 'talent management'. A systematic step that displays a snowball effect adds articles from the Google Scholar database.

Authors used the Publish Perish (PP7) application to search state-owned enterprises 'talent management and leadership development topics'. Searching for articles on talent management in both Google and Scopus databases yielded distinct results due to differences in search methodologies and database structures. In the Google database, a comprehensive approach was adopted, employing a multitude of keywords to ensure a broad spectrum of articles is captured. The search strategy combined keywords such as 'talent management,' 'State-Owned Enterprises,' 'leadership development,' and 'effectiveness.' The vastness of Google's database, drawing from numerous sources, allowed for including specific topics, resulting in an extensive collection of 321 articles. In contrast, the Scopus database employed a more focused search approach, utilizing a single keyword, 'talent management.' This streamlined strategy led to the identification of 200 articles.

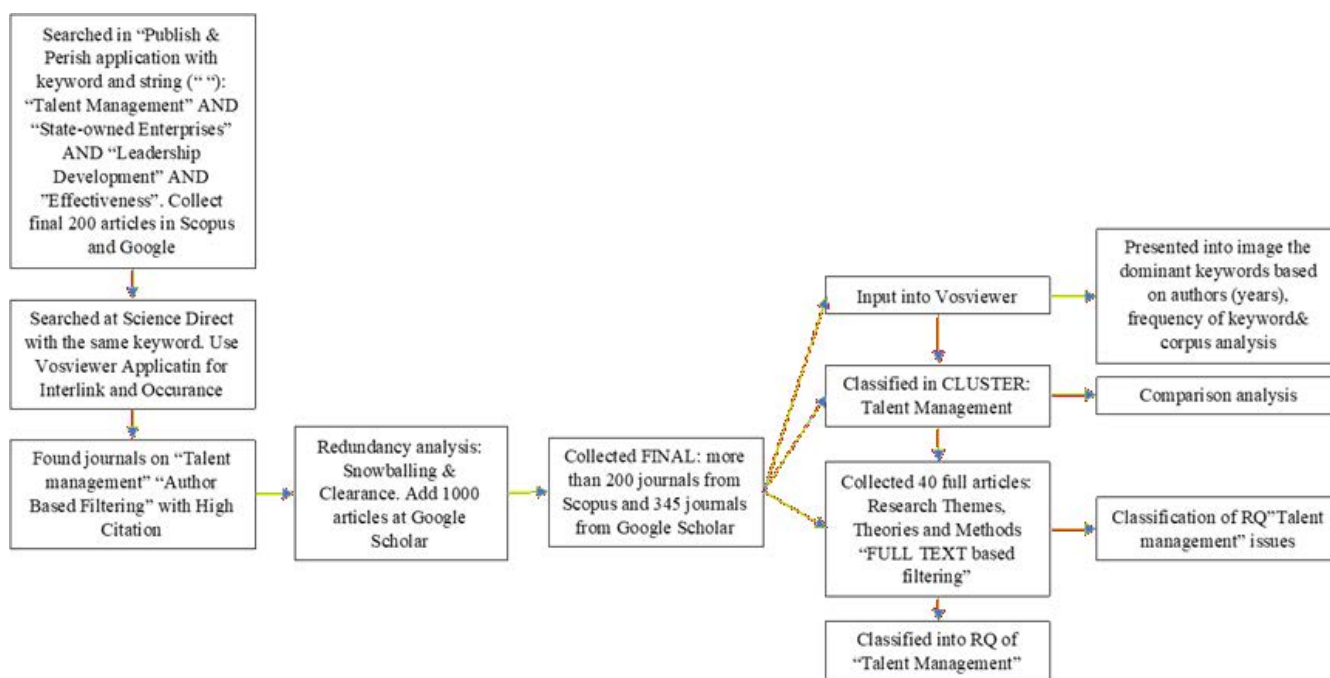


Figure 2. SLR Method (Yusuf et al. 2022)

RESULTS

To achieve the purpose of this study to provide framework for talent management effectiveness, thematic analysis need to be concluded as well as the mapping of prominent authors that can act as base for references. Through the Scopus database (Table 1), the most prolific authors writing on talent management cover a range of interconnected topics, with some overlap in their research interests. Dries, Collings, and Sparrow delve into identifying and developing high-potential employees, while Farndale explores the global integration of talent management and consideration of global talent coordination. Additionally, Thunnissen and Gallardo-Gallardo critically analyze the concept of talent itself. A key question addressed is by integrating best and deploying talent globally using assignments, recruitment, and other organizational policies concerning talent management process. While diverse talent management topics are studied across the highly cited authors, they converged on optimizing how

talent is defined, evaluated, and strategically leveraged within modern organizations. Further studies can build on these intersections to continue advancing the field.

Through the Google database (Table 2), in terms of sources, a sizable number of papers come from Emerald Insight management journals with other significant sources across global talent management, leadership, comparative human resource management themes, public policy, business ethics and emerging markets. Several articles are also from Elsevier's International Business Review and the Journal of World Business. Regarding publication years, the prevalence of recent 2022 and 2023 papers indicates that research interest is ongoing in talent management, leadership and HR issues globally. However, there is a spread of studies covering the last decade, suggesting these topics have had scholarly attention over a more extended period. Further studies on the implementation of talent management can benefit from these sources to establish well grounded researches.

Table 1. Top 20 Authors with the Highest Citations - SCOPUS

Cites	Authors	Title	Year	Source
959	D.G. Collings	Strategic talent management: A review and research agenda	2009	Human Resource Management Review
686	R. Lewis	Talent management: A critical review	2006	Human Resource Management Review
537	I. Tarique	Global talent management: Literature review, integrative framework, and suggestions for further research	2010	Journal of World Business
471	v.H. Remko	Research opportunities for a more resilient post-COVID-19 supply chain – closing the gap between research findings and industry practice	2020	International Journal of Operations and Production Management
426	J. Gruman	Performance management and employee engagement	2011	Human Resource Management Review
385	E. Farndale	The role of the corporate HR function in global talent management	2010	Journal of World Business
333	P. Cappelli	Talent management for the twenty-first century	2008	Harvard Business Review
333	J. Bhatnagar	Talent management strategy of employee engagement in Indian ITES employees: Key to Retention	2007	Employee Relations
330	E. Gallardo-Gallardo	What is the meaning of 'talent' in the world of work?	2013	Human Resource Management Review
315	N. Dries	The psychology of talent management: A review and research agenda	2013	Human Resource Management Review
315	G.K. Stahl	Six principles of effective global talent management	2012	MIT Sloan Management Review
309	A. Al Ariss	Talent management: Current theories and future research directions	2014	Journal of World Business

Table 1. Top 20 Authors with the Highest Citations - SCOPUS (continue)

Cites	Authors	Title	Year	Source
289	R.S. Schuler	Global talent management and global talent challenges: Strategic opportunities for IHRM	2011	Journal of World Business
266	J.H. Marler	An evidence-based review of HR Analytics	2017	International Journal of Human Resource Management
266	J.C. Hughes	Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations	2008	International Journal of Contemporary Hospitality Management
253	P. Iles	Talent Management and HRM in Multinational companies in Beijing: Definitions, differences and drivers	2010	Journal of World Business
246	K. Mellahi	The barriers to effective global talent management: The example of corporate élites in MNEs	2010	Journal of World Business
246	H. Scullion	Global talent management	2010	Journal of World Business
228	M. Deery	Revisiting talent management, work-life balance and retention strategies	2015	International Journal of Contemporary Hospitality Management
223	P. Cappelli	Talent Management: Conceptual Approaches and Practical Challenges	2014	Annual Review of Organizational Psychology and Organizational Behavior

Table 2. Top 20 Authors with the Highest Citations - Google

Cites	Authors	Title	Year	Source
32963	JG March	Exploration and exploitation in organizational learning	1991	Organization science
31681	I Nonaka	A dynamic theory of organizational knowledge creation	1994	Organization science
14425	I Dierickx, K Cool	Asset stock accumulation and sustainability of competitive advantage	1989	Management Science
4225	PM Wright, BB Dunford, SA Snell	Human resources and the resource-based view of the firm	2001	Journal of management
3446	JP Walsh	Managerial and organizational cognition: Notes from a trip down memory lane	1995	Organization science
1500	GR Ferris, DC Treadway, PL Perrewé	Political skills in organizations	2007	Journal of Management
769	P Iles, X Chuai, D Preece	Talent management and HRM in multinational companies in Beijing: Definitions, differences and drivers	2010	Journal of World Business
705	P Sparrow, C Brewster, C Chung	Globalizing human resource management	2016	books.google.com
418	FL Cooke, DS Saini, J Wang	Talent management in China and India: A comparison of management perceptions and human resource practices	2014	Journal of World Business
392	C Bailey, D Mankin, C Kelliher, T Garavan	Strategic human resource management	2018	books.google.com
278	S Terjesen, R Sealy	Board gender quotas: Exploring ethical tensions from a multi-theoretical perspective	2016	Business Ethics Quarterly

Table 2. Top 20 Authors with the Highest Citations - Google (Continue)

Cites	Authors	Title	Year	Source
267	H Sirkin, J Hemerling, A Bhattacharya	Globality: Competing with everyone from everywhere for everything	2008	Business Plus
230	X Chuai, D Preece, P Iles	Is talent management just “old wine in new bottles”? The case of multinational companies in Beijing	2008	Management Research News
222	A Farazmand	Global encyclopedia of public administration, public policy, and governance	2023	books.google.com
217	J Zhang, MF Ahammad, S Tarba, ...	The effect of leadership style on talent retention during merger and acquisition integration: Evidence from China	2015	Taylor & Francis
215	FL Cooke, DS Saini	(How) Does the HR strategy support an innovation-oriented business strategy? An investigation of institutional context and organizational practices in Indian firms	2010	Wiley Online Library
203	A Colli	Contextualizing performances of family firms: The perspective of business history	2012	Family Business Review
197	R Thorpe	Gower handbook of leadership and management development	2016	books.google.com
176	A Narayanan, S Rajithakumar, ...	Talent management and employee retention: An integrative research framework	2019	Human Resource
173	KE Meyer, KR Xin	Managing talent in emerging economy multinationals: Integrating strategic management and human resource management	2018	Taylor & Francis

Many papers discuss talent management in emerging economies, especially in China and other Asian contexts. Key topics include leadership development, succession planning, recruiting and retaining talent, and building leadership pipelines in state-owned enterprises and other organizations. Factors impacting talent management include economic reforms, globalization, skills shortages, and cultural influences. There is a focus on understanding contextual challenges and formulating appropriate talent strategies. Another set of papers examines gender diversity issues in leadership, particularly in developing country contexts. Topics cover barriers facing women leaders, perceptions of discrimination, identity issues, and supporting women's career advancement through mentoring, networks and tailored talent programs. The potential business case and ethical rationales for increasing women's representation are also analyzed. Such a variety of coverage related to talent management implementation in Asia may be due to differing concerns and priorities in those areas. It is to be expected that talent management topics will remain for sometime in search of effective model for implementation

Some articles relate talent management with strategic human resource management themes like engagement, commitment, trust and empowerment, employer branding, psychological contracts, and high-performance systems. Analyzing state-owned enterprises from a talent and governance perspective also features in a few papers. There is interest in how leadership styles and HR practices shape key attitudinal outcomes, therefore measuring the effectiveness and impact of talent initiatives to create future leaders become more realized as important part of successful talent management implementation.

Thematic mapping on talent management in this research confirms the multilevel framework and context should be employed in discussing and building talent management models and implementation (Gallardo-Gallardo et al 2019; Aljbour et al 2022). Process is a prominent consideration in strategic talent management (Pearl 2019) as well as the organizational support to mediate the effect of the implementation (Rappana and Alam 2021). Future studies on talent management architecture should be built with effectiveness in focus which include process and supporting capabilities of organization.

In terms of the quality of talent management implementation, talent recruitment and selection affect how effective talent acquisition in organizations (Taghipourian 2020; Pearl 2019). Companies should find leveraging factors in choosing strategies to attract quality talents (Adeosun and Ohiani 2020). Talent mapping conducted through assessments contingent with performance appraisals are used to determine the position of talent in the Human Asset Value / HAV Matrix (Widnyanadita and Syarifah 2023). This implies the importance of talent acquisition process in overall talent management practices.

Talent management in full correlates strongly with organizational effectiveness (Yassin and Obeidat 2020), pivoting in talent development. The talent competency development factor is at the core of the talent management process and becomes an integral part of the organization or company pursuing readiness to face future challenges (Warman et al 2022). There is increased preference towards inclusive approach in talent development as company seek individual growths and organizational performance (Kaliannan et al 2023). Every organization implementing talent management should put great emphasis on the effectiveness of talent development.

Talent retention is also an essential factor in the implementation of talent management (Lančarič et al 2022). Demographic bonus experienced by BUMN present challenges as millennials rate of turn over tend to be high (Harsono and Azzam 2023), therefore

implementing a sound concept to increase engagement will be beneficial. Career planning and succession factors are also important stages in talent management (Hariyanto and Said 2020). Talent monitoring and evaluation is the least discussed factor in research, even though it is a crucial stage in talent management (Diya and Mansor 2019). Talent retention initiatives will ensure prolonged talents contributions to organization continuity.

Based on the results of a theoretical study of previous research, the authors proposed 6 (six) stages of solutions obtained in the talent management process, which is generally found in companies in the world. The talent management process includes identifying talent needs and criteria, talent recruitment and selection, talent competency development, career and succession planning, talent retention, and talent monitoring and evaluation, as shown in Figure 3.

Based on the framework (Figure 3), it is known that talent management programs need to get support from factors that improve the quality of the talent management process. Incorporating rigor and relevance in talent management research is expected to improve study which include considering supporting capability necessary for the application (Thunissen and Gallardo-Gallardo (2019). As implementing dynamic talent management may strengthen organizational agility (Harsch and Festing 2019), further research should consider organizational capabilities to achieve impactful talent management for adaptive and sustain organizations.

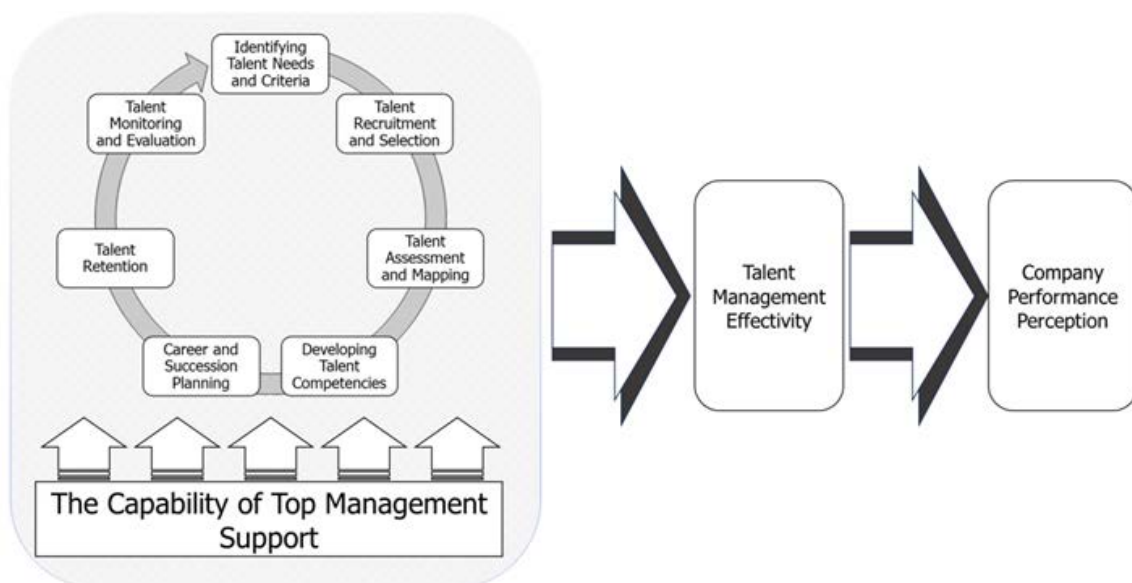


Figure 4. Conceptual framework of the talent management model

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This systematic review investigated talent management challenges to develop an integrated architecture and roadmap for enterprises, which then can be used for talent management research especially for Indonesian state-owned enterprises. Several crucial research gaps and organizational deficiencies are revealed, justifying the imperative for this timely study. Foremost, academic understanding of evidence-based talent management components directly strengthening staff pipelines and leadership benches remains limited, hampering diagnostic precision especially in talent management effectiveness. Yet, many business entities accepted the importance of talent management in upgrading performance achievement, proven also by many research results. This posed the urgency to find model for building talent management effectiveness.

The research expands theoretical discourse on strategically harnessing human capital as a differentiating organizational asset conferring advantage, secured through contextualized talent cultivation policies, balanced across process enhancements and individual growth. Thematic analysis resulted in wide range of issues on challenges of talent management that should be approached with workable system thinking. Prominent authors in talent management were also identified to provide reliable and expert reference in theory building in further studies. These esteemed experts emphasized the importance of process of talent management, supporting capabilities of organization for successful implementation, while considering relational facets in talent management, such as leadership, engagement and aspirations.

Recommendations

The synthesized perspectives derived from this study proposed a diagnostic framework of talent management that may ensure effectiveness, which consisted of the evaluation of talent management process and capability of management to provide support in implementation. The Authors proffer recommendations for further research to focused on the effectiveness of overall process of talent management as opposed to pinpointing one prominent process. Supporting capabilities also need to be examined which include all aspects not inherent in talent management process but crucial to ascertain the ongoing of continuity of talent pipeline,

such as leadership, development facilities, financial availability, motivation and engagement.

The study confers reciprocal advantages across diverse stakeholders within the Indonesian talent ecosystem. Applied in BUMN, the proposed framework can boost firms as learning ambassadors spearheading sophisticated talent management adoption nationally. The model can also serve as maturity criterion or performance indicators for implementing agencies to achieve execution excellence. Additionally, policy formulators receive tailored guidelines aiding governance realignments, resource prioritization and reforms needed to nourish human capital strategizing. Finally, Indonesian citizens stand to gain through improved public sector service quality as state enterprise leadership horizons broaden. Therefore, the collective stakeholder progress will cascade through socio-economic areas, propelling inclusive, ethical gains while actualizing individual promise, perfectly aligning with the 2045 vision.

This review unveils immense opportunities for further research through its multidimensional approach to situating talent optimization policies amidst dynamic environments. Exploring talent development innovations like online ecosystems, global partnership avenues, and flexible work models can drive greater accessibility and inclusion.

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