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## Talent Management as a Strategy for Civil Service Human Resource Development: Analysis of Civil Service Career Development in Banjarbaru City

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**Abstract:** Talent management is a strategic instrument in the development of civil service human resources, particularly in realizing a planned, transparent, and merit-based career development system for civil servants (PNS). This study aims to analyze the implementation of talent management as a strategy for civil service human resource development, focusing on career development for PNS in Banjarbaru City. The research method applied is descriptive qualitative with a case study approach at the Personnel and Human Resource Development Agency (BKPSDM) of Banjarbaru City. The Banjarbaru City Government already has a clear legal foundation through Mayor Regulation Number 49 of 2023 concerning the Implementation of PNS Talent Management, which refines Mayor Regulation Number 56 of 2022 and is a follow-up to Ministerial Regulation of Administrative and Bureaucratic Reform (PermenPAN-RB) Number 3 of 2020. Since the regulation was enacted, the City Government has conducted talent management assessment centers for 2,282 civil servants during the 2023–2025 period, which were then mapped into 9 talent boxes. Out of a total of 2,282 civil servants who were mapped, the results have not yet been fully followed up through promotions, rotations, or succession planning, indicating that the implementation is still at an early stage. Theoretically, this study emphasizes the role of talent management in PNS career development as a sustainable strategy for civil service human resource development. Practically, this study recommends strengthening the merit system, expanding access to competency development, and digitizing the talent management process to support transparency and effectiveness in PNS career development in Banjarbaru City.

**Keywords:** Talent Management, Civil Service Human Resource Development, PNS Career Development, Banjarbaru City

### INTRODUCTION

The development of human resources for civil servants is one of the main pillars in realizing professional, transparent, and accountable governance. To strengthen the merit

system in managing the careers of the State Civil Apparatus (ASN), the Banjarbaru City Government has established Mayoral Regulation Number 49 of 2023 concerning the Implementation of ASN Talent Management. This regulation is an amendment to Mayoral Regulation Number 56 of 2022 and is a direct derivative of the Ministerial Regulation of Administrative and Bureaucratic Reform Number 3 of 2020 concerning ASN Talent Management, which mandates that every government agency implement merit-based talent management as a national guideline. Thus, the Mayoral Regulation is a form of adaptation and implementation of national policies at the local government level, particularly in Banjarbaru City (Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2020 concerning Civil Servant Talent Management).

Mayoral Regulation No. 49 of 2023 contains technical regulations as guidelines for implementing talent management in the regions. Its main objective is to realize planned, integrated, objective, and sustainable ASN talent management based on a merit system. Its scope includes the identification, mapping of potential and performance, development, and placement of ASNs based on talent management results. ASNs are then mapped into nine talent management boxes (1–9), with Box 9 as the highest category (very good potential and performance) and Box 1 as the lowest category (low potential and performance). The results of this mapping serve as the basis for career development recommendations, including promotions, rotations, competency development through training, mentoring/coaching, and job succession planning.

The stages of talent management implementation include: identifying and mapping potential/performance, placing civil servants in nine categories, establishing development strategies, and following up with career recommendations. Therefore, Mayoral Regulation No. 49 of 2023 serves not only as a legal basis but also as an operational document outlining the technical mechanisms for implementing civil servant talent management in Banjarbaru City.

Since its implementation in 2023, talent management in Banjarbaru City has gradually reached 2,282 civil servants by 2025, mapped into talent boxes for promotion, rotation, competency development, and job succession planning. However, in practice, several challenges remain that hinder the optimization of talent management implementation. One of these is the immaturity of the SIMATA (ASN Talent Management Information System) application developed by the National Civil Service Agency (BKN) as a national digital instrument. To date, SIMATA still faces limited features, data inconsistencies, and technical constraints in the field, thus hampering the process of identifying, managing, and developing ASN talent nationally. Furthermore, the use of the ASN assessment results has not been fully optimized in job succession planning.

The topic of civil servant talent management itself is relatively new in the context of local government. Previous studies, such as those by Hidayah and Kristanto (2025), have focused more on managerial retention, specifically how talent management strategies are used to reduce turnover and increase the loyalty of officials in strategic positions. However, studies that focus on civil servant career mobility as a whole are still very limited.

This research aims to fill this gap by emphasizing a comprehensive perspective on civil servant career paths. The focus of the research goes beyond retaining employees in managerial positions, but also analyzes how talent management systems encourage promotions, rotations, competency development, mentoring, and succession planning. Therefore, this research positions talent management as a human resource development strategy for civil servants, aimed at sustainable career development.

Given these conditions, this research is expected to provide theoretical contributions in the form of strengthening the literature on talent management in the public sector with a perspective on ASN career development, as well as practical contributions in the form of evaluating the implementation of talent management, including its relationship to the readiness

of digital infrastructure such as SIMATA. This case study of Banjarbaru City also presents strategic recommendations for strengthening the merit-based ASN career path at the local government level and serves as an example of an initial implementation that can be used as a reference by other regions in developing a more integrated, transparent, and sustainable ASN career system.

This research differs from previous studies because it not only highlights the aspects of job retention or leadership succession but also analyzes the direct relationship between the results of ASN mapping (9-box grid) with comprehensive career mobility paths in the context of the implementation of Mayoral Regulation Number 49 of 2023 in Banjarbaru City (Banjarbaru Mayoral Regulation Number 49 of 2023 concerning the Implementation of State Civil Apparatus Talent Management).

## METHOD

The research was conducted in Banjarbaru City, with the primary analysis unit being the Civil Service and Human Resources Development Agency (BKPSDM), the leading sector implementing ASN talent management. The subjects included BKPSDM structural officials, personnel management officials in regional government agencies, and ASN mapped within the talent management box as stipulated in Mayoral Regulation No. 49/2023. A purposive sampling technique was used to identify informants, with the following criteria: (a) officials or ASN directly involved in talent management implementation, (b) ASN impacted by the policy through promotion, rotation, or training, and (c) parties familiar with implementation barriers, including those related to the SIMATA application.

Data were collected through several techniques, namely:

- a. In-depth interviews were conducted with BKPSDM officials, heads of regional government agencies, and civil servants (ASN) targeted for talent mapping to obtain information regarding the implementation of Mayoral Regulation No. 49/2023, career development strategies, and challenges in the field.
- b. Documentation studies, including a review of Mayoral Regulation No. 49/2023, ASN talent pool mapping documents, assessment reports, and data on the number of ASNs who have participated in the talent management process since 2023.
- c. Observations to understand the actual practice of talent management implementation, particularly during coordination meetings, the process of mapping ASN into talent pools, and follow-up in the form of career recommendations (promotion, rotation, training, and mentoring).

The data were analyzed using thematic analysis. The analysis process involved:

- (a) reading and understanding the data as a whole,
- (b) Coding key statements from interviews and documents,
- (c) grouping codes into relevant themes, such as policy implementation, career development strategies, and challenges encountered;
- (d) reviewing themes to align with the research focus, and
- (e) compiling a narrative of the analysis results that connects field practices with the talent management theory and the concept of civil service human resource development.

## RESULTS AND DISCUSSION

### A. Main Findings


#### 1. Implementation of Mayoral Regulation No. 49 of 2023 as a Local Legal Basis

The Banjarbaru City Government, through the Banjarbaru City Human Resources Development Agency (BKPSDM), as the leading sector, has implemented Mayoral Regulation No. 49 of 2023 as a technical guideline for talent management. This regulation governs the

identification mechanism and mapping of civil servants into nine talent pools, as well as follow-up actions in the form of promotion recommendations, rotation, training, mentoring, and job succession. Since its initial implementation in 2023, the talent management program **has progressed gradually**. That year, 700 civil servants participated in the mapping process with the Assessment Center. The following breakdown: 100 civil servants collaborated with and were facilitated by the Psychology Consultation and Services Unit (UKPP) of Lambung Mangkurat University, 200 civil servants collaborated with and were facilitated by the National Civil Service Agency (BKN), and 400 civil servants collaborated with and were facilitated by the Psychology Consultation and Services Unit (UKPP) of Lambung Mangkurat University. In 2024, the number of civil servants (ASN) mapped increased significantly to 1,382, consisting of 796 ASN in collaboration with and facilitated by the National Civil Service Agency (BKN), 15 ASN resulting from administrative position mapping in collaboration with and facilitated by the National Police Assessment Center, and 571 ASN facilitated by the BKN.

Furthermore, in 2025, 200 ASN were recorded as collaborating with and facilitated by the BKN.

TAHUN	2023	2024	2025	JML
STRUKTURAL	476	36	3	515
JFT GURU	0	513	35	548
JFT KESEHATAN	0	304	63	367
JFT TEKNIS	13	175	0	188
JFU/PELAKSANA	211	354	99	664
TOTAL	700	1.382	200	2.282



Based on data from civil servants who participated in the Competency Measurement using the CACT method until Semester I of 2025, it was recorded that 2,282 civil servants had participated in the competency assessment. The largest number of participants came from JFU / Implementers with 664 people, followed by JFT Teachers with 548 people, Structural with 515 people, JFT Health with 367 people, and JFT Technical with 188 people. In the context of talent management, this data reflects the systematic efforts of the Banjarbaru City Government to map the potential and competencies of civil servants in various positions to support appropriate placement, performance-based career development, and strategic job succession planning. The large focus on JFU /implementers and functional positions shows a strategy to strengthen technical and operational competencies as the foundation of quality public services.

With a total of 2,282 civil servants participating in the assessment center from 2023 to 2025, the implementation of this Mayoral Regulation demonstrates consistent progress in building a talent pool database in Banjarbaru City. Participant distribution data shows that the mapping not only focuses on structural positions (515 people), but also includes JFU/Executive positions (664 people), JFT Teachers (548 people), JFT Health (367 people), and JFT Technical (188 people). This pattern indicates a shift in the approach from merely preparing prospective structural officials to a more inclusive effort to develop the technical and operational capacity of civil servants.

## 2. Talent Management Support for Civil Servant Career Mobility

The research results indicate that the talent management system in Banjarbaru City has provided an initial framework for civil servant career mobility. Civil servants with high potential and performance who are placed in the top bracket are projected as fast-track candidates for promotions and job succession planning. Civil servants in the middle category

are directed toward job rotation and competency development, while civil servants in the lower categories are directed more toward coaching.

Analysis Results: Although a mapping mechanism is in place and capable of classifying civil servants into nine talent buckets, implementation of career mobility recommendations remains limited to the planning stage. To date, there the city has not conducted systematic follow-ups in the form of promotions, rotations, training, mentoring, or succession planning that is truly based on the mapping results. This indicates that the function of talent management as an instrument for civil servant career development is not yet fully optimized, even though the policy direction is clearer and more structured than before.

### **3. Institutional commitment to talent management implementation**

Another finding is the Banjarbaru City Government's institutional commitment to building a foundation for ASN talent management. This commitment is demonstrated through many strategic steps, including the issuance of regional head decrees and the implementation of supporting activities, including the following:

- a. Banjarbaru Mayor's Decree Number 100.3.3.3/387/KUM/2025 dated June 30, 2025, concerning the establishment of the Agency Talent Management Development Team;
- b. Banjarbaru Mayor's Decree Number 100.3.3.3/472/KUM/2025 dated August 1, 2025, concerning the establishment of the Talent Committee;
- c. Banjarbaru Mayor's Decree Number 100.3.3.3/473/KUM/2025 dated August 1, 2025, concerning the establishment of the Talent Secretariat;
- d. The Civil Servant Talent Management Socialization was held by the Banjarbaru City Human Resources Development Agency (BKPSDM) on June 16, 2025, involving representatives from all regional government agencies (SKPD) and regional apparatuses. This activity not only provided an understanding of basic regulations but also explained the mechanism for mapping civil servants into nine talent boxes, the roles of teams, committees, and secretariats in supporting implementation, and career development strategies through promotion, rotation, training, mentoring, and succession. Through this forum, all regional apparatuses began to be prepared to play an active role in supporting the implementation of integrated talent management.

Analysis Results: The institutional commitment demonstrated through the issuance of several decrees and the holding of socializations indicates that the Banjarbaru City Government is serious about preparing a solid foundation for the implementation of ASN talent management. The presence of the Agency Talent Management Development Team functions as a technical implementer, the Talent Committee provides strategic direction and oversees the implementation of policies, while the Talent Secretariat ensures smooth coordination and administrative support. Coupled with socialization across regional agencies, this step reflects an effort to build a collective understanding that talent management is a shared agenda, not just the responsibility of the BKPSDM.

### **4. Challenges in Implementing Talent Management in Banjarbaru City**

In addition to the strong institutional commitment, this study identified practical obstacles to implementing ASN talent management in Banjarbaru City. Some challenges identified include:

- a. Suboptimal Follow-up of Civil Servant Mapping

Although 2,282 civil servants have been mapped between 2023 and 2025, the mapping results are still only stored in the system and have not been fully translated into career recommendations for promotions, rotations, mentoring, or job succession. This situation

indicates that the talent management function remains at the administrative level, not fully moving toward a merit system that emphasizes potential and performance-based follow-up.

**b. Limited Technology and Infrastructure Capacity**

The SIMATA (ASN Talent Management Information System) application, developed nationally by the National Civil Service Agency (BKN), aims to become an integrated digital platform to support the implementation of ASN talent management. However, in practice in Banjarbaru City, the application still faces several obstacles. First, limited features, such as the lack of an automatic analysis module that can link assessment results with career recommendations (promotion, rotation, training, or succession), mean that the existing data cannot be directly used as a basis for strategic decision-making. Second, data synchronization issues between agencies cause inconsistencies between regional and central data, resulting in duplication and delays in information updates. Third, the limited digital infrastructure capacity in the regions—both in terms of networks, devices, and employee competency—also hinders the optimal use of the system.

**c. A Still Hierarchical Bureaucratic Culture**

A small number of officials and civil servants within the Banjarbaru City Government still view seniority and length of service as the primary factors in career development, hindering the implementation of a performance-based merit system and potentially facing cultural resistance. This traditional mindset has prevented talent management policies from being fully internalized as an objective tool for civil servant career development. Consequently, although a nine-box grid mapping mechanism for civil servants is already applied, the results have not been used as the primary basis for decisions about promotions, rotations, or succession planning.

Based on these three main findings, it can be concluded that the implementation of ASN talent management in Banjarbaru City is still in the early stage of implementation, where the policy has been reflects normative adoption, but its substantial implementation still faces a number of structural, technological, and cultural obstacles.

Overall, the results of this analysis indicate that the main challenges in implementing ASN talent management in Banjarbaru City are not only technical but also systemic and cultural. The massive ASN mapping (2,282 ASN) has not yet fully generated a strategic impact on career mobility due to limited follow-up, weak digital system support, and resistance to the merit system. Theoretically, these findings broaden the understanding of talent management in the Indonesian public sector, stating that the success of policies depends not only on regulations and technology but also on the transformation of bureaucratic organizational culture and the readiness of human resources to internalize the principles of meritocracy.

## **B. Main Explanation**

**1. Relationship to the Research Hypothesis**

The primary hypothesis of this study is that the implementation of structured talent management can support the comprehensive career development of civil servants (ASN) based on a merit system. The research findings support this hypothesis. This is evident in the existence of regulations (Mayoral Regulation No. 49 of 2023), the establishment of institutions (Team, Committee, and Talent Secretariat), and the mapping of 2,282 civil servants into a 9-box talent grid. These three aspects indicate that the foundation of talent management in Banjarbaru City has begun to be directed toward becoming a strategic instrument in civil servant career development, although the implementation of recommendations for promotion, rotation, mentoring, and succession is still in its early stages.

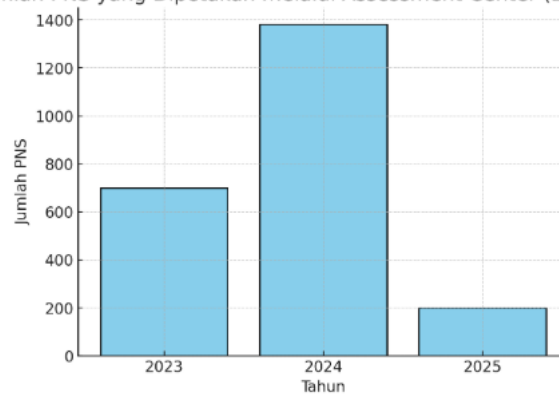
**2. Secondary Findings**

- a. The results of ASN mapping through the assessment center have not been fully implemented in the form of career decisions, so the role of talent management remains predominantly administrative.
- b. The SIMATA application, as a national digital instrument, is not yet optimal in terms of features, data synchronization, and infrastructure capacity, thus hampering the principles of e-HRM and digital governance, which should support transparency and efficiency.
- c. The Banjarbaru City Government’s institutional commitment is evident through the formation of teams, committees, and a secretariat, but their role remains limited to planning and coordination and has not yet included strategic follow-up on ASN career development.

### C. Data Visualization

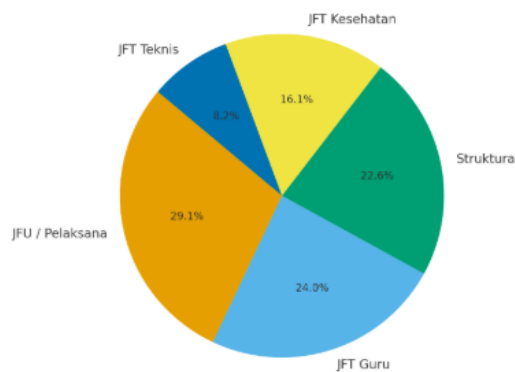
The following graphs and diagrams support the research results:

Jumlah PNS yang Dipetakan melalui Assessment Center (2023-2025)



The bar graph shows the number of civil servants mapped through the assessment center per year (2023–2025).

Sebaran PNS Berdasarkan jenis Jabatan (Hingga Semester I 2025)



The pie chart shows the distribution of civil servants based on position type until Semester I 2025.

### D. Interpretation of the Findings

#### 1. Contribution to the Understanding of Talent Management

The findings of this study expand the literature on talent management in the public sector by demonstrating that the implementation of Mayoral Regulation No. 49 of 2023 has created an initial framework for a system for mapping the potential and performance of civil servants at the regional level. The assessment process of 2,282 civil servants demonstrates the Banjarbaru City Government’s systematic efforts to build a talent pool as a basis for merit-based career planning.

## 2. Practical Implications

The Banjarbaru City Government needs to follow up on the results of the ASN mapping with concrete policies in the form of recommendations for promotions, rotations, or competency development, so that the merit system principle can be implemented consistently.

## E. Relationship of the Findings to the Theory and Previous Research

### 1. Civil Servant Mapping and Human Capital Theory

**Relationship to Theory:** The finding that the Banjarbaru City Government has mapped 2,282 civil servants through competency assessments supports the human capital theory (Becker, 1964), which emphasizes the importance of investing in employee competencies as an organizational asset. Mapping through assessment centers and the 9-box grid demonstrates a systematic effort to measure potential and performance as a basis for career decision-making. **Support from Previous Research:** Armstrong's (2016) research emphasizes that competency-based mapping can improve the effectiveness of HR development. These results also align with those of Kozjek and Franca (2020), who stated that organizations that conduct talent mapping are able to more accurately place employees according to their potential, thereby increasing productivity and retention.

### 2. Institutional commitment and talent management theory

**Relation to Theory:** Findings regarding the issuance of the Decree on the Talent Development Team, Committee, and Secretariat support the theory of talent management (Collings & Mellahi, 2009), which emphasizes the importance of institutional structures in identifying, developing, and retaining talented employees. This demonstrates that talent management is not merely a concept but requires clear institutional governance. **Support from Previous Research:** Thunnissen's (2016) study confirmed that institutional support is a key factor in the success of talent management in the public sector. Rahmawati's (2022) research also found that leadership commitment and institutional structures play a crucial role in maintaining the continuity of succession planning.

### 3. SIMATA Challenges and e-HRM/Digital Governance Theory

**Relation to Theory:** The challenges of the SIMATA application's suboptimal implementation support the literature on electronic Human Resource Management (e-HRM) (Bondarouk & Ruël, 2009), which emphasizes that HRM digitization must improve data integration, transparency, and evidence-based decision-making. SIMATA's limitations highlight the gap between the normative merit system and digital practices in the field. **Support from Previous Research:** Dunleavy et al.'s (2006) study on digital governance emphasized that digital bureaucracy should strengthen efficiency and accountability, but implementation challenges often arise due to technological limitations and user capacity. This finding is consistent with Kravariti's (2022) research, which shows that the public sector often faces obstacles in digital HRM integration, thereby affecting the effectiveness of talent management.

## F. Relationship of the Findings to the Theory and Previous Research

The findings of this study support the main hypothesis that talent management implementation plays a crucial role in strengthening the merit system and supporting career mobility for civil servants. However, the results also indicate that its implementation in Banjarbaru City remains administrative in nature, as the mapping results have not been fully implemented through promotions, rotations, or job succession. The hierarchical bureaucratic context and limited digital infrastructure through SIMATA indicate that implementation has not yet reached the strategic stage as ideally envisioned in the e-HRM and merit system

concepts. Therefore, this study broadens the understanding that the success of talent management is determined not only by regulations but also by organizational cultural readiness and digital governance support.

## **G. Implications of the Research Findings**

1. Implications for Science
  - a. This research strengthens the theories of human capital, talent management, and career development with empirical evidence that the integration of the three can be implemented in the regional civil servant merit system.
  - b. The findings also add to the literature on e-HRM and digital governance by demonstrating that digitalization through SIMATA is still in the operational stage and requires strengthening to achieve a strategic function.
2. Implications for Practice
  - a. For Regional Governments: The results of the ASN mapping need to be followed up with concrete policies such as promotions, rotations, and competency development.
  - b. For the BKPSDM: Strengthening digital capacity and optimizing SIMATA are essential to support transparency and efficiency in talent management.
  - c. For Other Regions: The Banjarbaru implementation model can serve as an early example of merit-based talent management.
3. Policy Implications
  - a. The central government needs to strengthen national policies related to the follow-up of ASN mapping results and the development of an integrated e-HRM system.
  - b. Regional governments need to ensure that assessment results are truly used as a basis for promotions and job succession planning.

## **H. Research Limitations**

1. Limited Institutional Context: This research focuses solely on the implementation of ASN talent management in the Banjarbaru City Government; therefore, the results and findings may not fully represent conditions in other local governments with different institutional capacities and digital infrastructure.
2. Research Methods: The research data was obtained through interviews with a limited number of informants and document observation during the period 2023–2025, thus not being able to describe the dynamics of talent management implementation comprehensively across all organizational units.
3. Digital implementation aspects: This research has not in-depth evaluated the technical effectiveness of the SIMATA application in terms of information systems and e-HRM integration; therefore, the analysis focuses more on policy and implementation aspects at the user level.
4. Research Duration: The research was conducted over a relatively short period of time; therefore, we were unable to capture the long-term impact of talent management implementation on ASN career mobility and changes in bureaucratic culture.

## **I. Opportunities for further research**

### **1. Comparative Studies**

Further research can be conducted in other local governments to compare the effectiveness of talent management implementation, particularly in the context of differences in institutional capacity, organizational culture, and digital infrastructure readiness across regions.

## 2. Longitudinal Analysis

Long-term research is needed to assess the extent to which the results of the ASN mapping (9-box grid) are actually implemented in promotions, rotations, competency development, and job succession, thereby illustrating the sustainable impact on ASN career mobility.

## 3. Quantitative Approach and e-HRM Digitalization

Future research can use a quantitative approach supported by SIMATA data to objectively measure the effectiveness of digital talent management through ASN performance, productivity, and retention indicators.

### Mapping of Civil Servant Talent Management in Banjarbaru City

Based on Banjarbaru Mayoral Regulation Number 49 of 2023 concerning the Implementation of Civil Servant Talent Management, the Talent Management Box is a chart consisting of nine categories that identify groups of civil servants based on their potential and performance levels. This mapping is used to identify superior talent for inclusion in job succession planning groups and to provide career follow-up recommendations based on the results of employee potential and performance assessments.

The guidelines and recommendations for follow-up, as stipulated in Banjarbaru Mayoral Regulation Number 49 of 2023 concerning the Implementation of Civil Servant Talent Management, are as follows:

BOX	CATEGORY	RECOMMENDATION
9	Performance above expectations and high potential	1. Promoted and retained 2. Joined the Agency's Succession Planning Group 3. Awards
8	Performance according to expectations and high potential	1. Retained 2. Join the Agency's Succession Planning Group 3. Job Rotation/Expansion 4. Performance Guidance
7	Performance above expectations and medium potential	1. Retained 2. Join the Agency's Succession Planning Group 3. Job Rotation/Enrichment 4. Competency Development 5. Study Assignments
6	Performance below expectations and medium potential	1. Appropriate placement 2. Performance coaching 3. Performance counseling
5	Performance according to expectations and medium potential	1. Appropriate placement 2. Performance coaching 3. Competency development
4	Performance above expectations and low potential	1. Rotation 2. Competency development
3	Performance below expectations and medium potential	1. Performance coaching 2. Performance counseling 3. Competency development 4. Appropriate placement

2	Performance as per expectations and low potential	1. Performance guidance 2. Competency development 3. Appropriate placement
1	Performance below expectations and low potential	Processed in accordance with statutory provisions.

<b>KINERJA</b>	<b>DI ATAS EKSPEKTASI</b>	<b>4</b>	<b>7</b>	<b>9</b>
	<b>SESUAI EKSPEKTASI</b>	<b>2</b>	<b>5</b>	<b>8</b>
	<b>DI BAWAH EKSPEKTASI</b>	<b>1</b>	<b>3</b>	<b>6</b>
		<b>RENDAH</b>	<b>MENENGAH</b>	<b>TINGGI</b>
		<b>POTENSIAL</b>		

## CONCLUSION

This study shows that the implementation of talent management in the Banjarbaru City Government through Mayoral Regulation Number 49 of 2023 has created an important initial framework for merit-based ASN career development. The mapping of 2,282 ASNs using the 9-box talent grid approach shows a systematic effort in building a talent pool as a basis for promotion, rotation, competency development, and job succession planning. However, the results of the study also found that the implementation of talent management is still in its early stages and has not been fully followed up in concrete career policies. Obstacles that emerged include limited use of mapping results, constraints on the SIMATA application as an e-HRM digitalization instrument, and a bureaucratic culture that is still hierarchical and tends to maintain seniority.

Theoretically, this research strengthens the integration of human capital, talent management, and career development theories in the public sector context, while also confirming that the effectiveness of talent management is significantly influenced by organizational cultural readiness and digital infrastructure support. Practically, the results of this study provide a foundation for local governments to strengthen follow-up on ASN mapping results, improve information technology capacity, and build a work culture based on performance and potential.

Therefore, talent management in the Indonesian public sector, particularly at the regional level, needs to be directed not only as an administrative process but also as a strategic instrument in building sustainable, transparent, and equitable ASN careers based on a merit system.

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