

## Comparative Analysis of Talent Management Implementation in Agam, Indonesia, and Local Governments in South Korea and Russia

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### ABSTRACT

This study examines an integrated model of talent management in the context of Agam's local government. To provide specific recommendations, this research analyses Agam's talent management systems, considering best practices from South Korea and Russia and seeks to identify gaps. A qualitative case study design was employed, and semi-structured interviews were held with selected participants, which led to the creation of an ITM model that accounts for Agam's specific socio-political and economic context. The study's findings suggest that the talent management systems in Agam face TM access restrictions due to limited training opportunities, insufficient skill evaluation, and retention issues of skilled personnel during political transitions. In contrast, Russia and South Korea adopt more sophisticated talent management (TM) approaches, including systematic talent assessment, performance-based promotion, and extensive training, to improve workforce competency. This ITM model defines talent management within the framework of competency-based management and inclusivity, providing practical approaches towards the challenges of talent attraction, development, and retention. Drawing on insights from South Korean and Russian practices, this study provides a basis for developing a strategy to improve TM in Agam. The study emphasises the significance of tailored TM strategies while providing recommendations for policymakers aimed at improving governance and the performance of public administration in developing areas.

## A. INTRODUCTION

Human resource practices have a significant impact on the performance of governmental bodies within the public sector, especially at the municipal and local levels (Bustos, 2022; D'Annunzio-Green & Ramdhony, 2019; Grant et al., 2020; Heyns et al., 2022; Knies et al., 2022). The effectiveness of public service delivery and governance greatly relies on the skills and dedication of the civil servants (Ebinger et al., 2019; Fitriana & Farida, 2024; Junjuna & Suwanda, 2019; Pesti & Randma-Liiv, 2018; Sunara et al., 2024). Talent management (TM) is an important factor that helps improve organisational performance through strategically attracting, developing, and retaining skilled personnel to address the dynamic needs of citizens (Jakhar et al., 2024; McCarthy et al., 2024b; Supi et al., 2023a; Taddese, 2025; Tahmasebi & Nijs, 2024; Wibowo & Murwaningsari, 2024b). Nonetheless, the application of talent management in local government practices remains understudied, particularly in the regional governments of Indonesia, when compared to the attention given to South Korea and Russia. In Table 1, the issues regarding the application of talent management within Agam District's local government are presented. This comparative study of local issues focuses on local governments in Agam, Indonesia. It compares them with those in South Korea and Russia in terms of limited access to sophisticated personnel training centres, underutilisation of human capital, and talent retention amidst political and bureaucratic challenges. The implementation of an integrated and holistic talent management model could help local governments enhance their ability to create a highly skilled and dedicated workforce.

**Table 1. Challenges Agam Regency, Indonesia, Has in Implementing Talent Management Systems**

<i>Aspects</i>	<i>Challenges</i>	<i>Reasons</i>
Career Development	a. Many government agencies struggle to evaluate employee competencies because of limited resources (funding, personnel, and infrastructure).	No accelerated assessment/ Competence mapping talent pools
	b. Evaluation of technical competencies is not performed.	
	a. There is low adoption of talent pools within government agencies.	No accelerated deployment. There are no policies regarding coaching, mentoring, and internships.
	b. Knowledge regarding talent pool practices is low among government officials.	
	c. Poor infrastructure for talent management.	
	d. Inadequate funding.	
	e. Prescriptive frameworks dominate policies, leading to competencies that are more rigid and rule-bound.	
Promotion and Mutation	Few government bodies actively promote or seek to fill structural roles using the results from competency assessments.	Results from assessments are not the primary reason for consideration in promotions or filling positions.

**Source:** Author's observation at the Agam Regency Governance, Indonesia, 2024

This study focuses on the absence of an effective and comprehensive talent management system in the local government of Agam District, which is further compounded by inadequate merit-based systems. This leads to a public administration workforce that is under-skilled, uncommitted, and deficient in needed leadership capabilities (Priyanto et al., 2025). Additionally, a lack of recognition and career advancement opportunities makes it difficult to retain talented civil servants. While some literature discusses the impact of Integrated Talent Management Models (ITMM) on improving public service through better alignment of talent development with organisational objectives, research examining these models in the context of local

Indonesian governments is strikingly absent. The socio-political and economic environment of districts in Indonesia, particularly those in remote areas such as Agam, necessitates specialised approaches to talent management.

The socio-economic and political complexities of each region, along with the changing dynamics of their public administration systems, have been studied in the comparative examination of the talent management practice in Agam, Indonesia and the South Korean (Chang et al., 2024; J. M. Lee & Kim, 2025; Neo et al., 2024; Park, 2023) and Russia (Battisti et al., 2023; Marin, 2023) local governments. Also, the integration of various models of talent management practised in South Korea (Abu Orabi et al., 2024; Caligiuri et al., 2024; Chung & Sparrow, 2024a; Kim et al., 2024) and Russia (Galbraith, 2024; Sandeepanie et al., 2024; Shah et al., 2024) was surveyed using a hybrid approach. The distinctive nature of this study lies in its contextual scope, which, in turn, exposes the implementation gaps of various talent management models across different government systems. This study offers actionable recommendations for enhancing the talent management system, designed to improve public sector performance, boost employee morale, and ensure long-term organisational sustainability, for policymakers and local government leaders in the Agam District.

The purpose of this study is to address the gaps identified in the local governance context in Indonesia, specifically in the Agam District, by adapting the talent management models from South Korea and Russia.

This study examines the relationship between talent management and local government policies, taking into account factors such as local autonomy, budget constraints, and the political environment. This research has the following objectives: to propose a model of talent management for the Agam local government, and to assess the impact of the model on performance improvement in the public sector. This research seeks to achieve these goals by examining talent management in Agam and contrasting it with best practices in South Korea and Russia. The overarching objective is to develop a responsive and resilient talent management framework tailored to the needs of Indonesia's local governments. As a final objective, it is to develop an adaptable system of talent management that is efficient and sustainable, for application in various local government contexts across Indonesia. This research aims to develop a model of talent management in local government, which, to the best of my knowledge, has not been previously established in the literature. The model is designed to provide a practical framework within the context of the Agam District's local government operations. The outcomes aim to support decision-making processes regarding talent management policies and strategies at both local and national levels of government, as well as enhance public administration in Indonesia.

In the last few decades, the evolution of talent management has become one of the key practices of human resource management in the public sector (Dries & Kaše, 2023; Kravariti et al., 2023; McCarthy et al., 2024a; Razali et al., 2024; Tyskbo, 2023). In the public sector, and especially in local government units, talent management is important for improved service delivery and organisational performance as well as for greater public sector efficiency (Qadikolai et al., 2025; Rahadi et al., 2024; Supi et al., 2023b; Wibowo & Murwaningsari, 2024b). This review aims to highlight key literature in the field of talent management within the context of public administration, public policy, and human resources management, drawing on both local and international perspectives. Through relevant research, this review aims to highlight existing knowledge, identify gaps in current understanding, and contribute to the current study's findings by providing insights into the development of a talent management model for the local government of Agam, Indonesia.

Talent management (TM) intertwines with human resource management (HRM) within a larger organisational context and strategic vision (Dries & Kaše, 2023; Pereira et al., 2022; Rahadi et al., 2024; Supi et al., 2023b). TM theory can be traced back to early models that focused on individual cognitive elements in decision-making frameworks. Such mental frameworks shape the ways people think about and act within their workplace. This is important for understanding employee relations in relation to organisational objectives, particularly in the context of talent management. From the second half of the 20th century, there was a shift towards more systemic approaches to talent management as organisational psychology and management theory evolved to adopt a more holistic perspective on human resource management. This was

the era of portfolio-based talent management, which called for a more fluid and comprehensive conception of talent, one that transcended fixed job descriptors to include the changing organisational competencies of people.

An example of a notable talent management study in the public sector is the Integrated Talent Management Model (ITMM) that was implemented in the Western Cape Provincial Government of South Africa (Fernandez & Madumo, 2024; Kravariti et al., 2023). Their study revealed a marked improvement in the commitment, productivity, efficiency, and Retention of public servants after an integrated talent management system was implemented. This model demonstrates that public sector service delivery can significantly benefit from well-developed talent, helping to ensure that governmental institutions are responsive to the needs of citizens. The implementation of ITMM in the Western Cape serves as a case study that informs other public administration systems worldwide.

Integrated talent management has gained traction in the field of public administration in the recent past. The goal of this approach is to create synergy among different HR activities, to maximise the workforce's potential while achieving a balance between individual and organisational goals. This integration becomes more important in public sector organisations because a human-resource-siloed approach tends to lead to wastage and poor performance. The regulations present a holistic approach to talent management consisting of acquisition, development, Retention, and deployment of talent. The model is based on inclusion, where candidates and employees are selected and promoted based on their ability and contributions, rather than other extraneous factors. There are still hurdles to overcome in implementing national policies at the local government level.

## B. METHOD

The goal of this methodology is to study talent management practices in local government in Agam, Indonesia, while also examining those in South Korea and Russia. In this section, I present the research design, data sources, and techniques for collecting and analysing the data, as well as the measures aimed at ensuring the research's validity and credibility. This case study approach will integrate multiple sources of evidence. The objectives of this study will be pursued within the scope of talent management at the local government level in Agam, Indonesia, making parallels with other local governments, particularly in South Korea and Russia. The qualitative approach proved to be the most effective means of understanding the complexities surrounding talent management in local governments. The primary method of data collection involved in-depth, semi-structured interviews with key stakeholders, including government officials, administrators, and service users. The interviews sought to explain the perceived benefits, challenges, and impacts of talent management. Unlike the methodology used in the cases of South Korea and Russia, this approach was more flexible. The analysis examined relevant research documents on talent management practices from South Korea and Russia to augment the primary data. Such an in-depth analysis situates the results and improves understanding regarding the approaches adopted by each country.

### Participants

As described in Table 2, the informants are participants from the local government of Agam District, concentrating on important offices such as the Regional Civil Service Agency, the Regional Development Planning Agency, and the Regional Inspectorate. These offices were selected due to their critical roles in overseeing governance, human resources, and other public administrative services. In the context of this study, both primary and secondary data sources are collected to gain a deeper understanding of talent management in Agam.

**Table 2. List of Research Informants**

No.	Name/ Position of Informant	Reasons for Choosing Informants
1.	Head of BKPSDM Agam Regency	Authority, Direction of Implementation Direction of implementation
2.	Head of Position, Development and ASN Development	Authority: The person in charge of the procedure
3.	BKPSDM Assessor	Who is responsible for evaluating employee competencies
4.	Head of Organisation Section	Related to the position map
5.	Relevant officials at the Regional Inspectorate	Reviewing the performance of various agencies (OPDs)
6.	Relevant officials at the Regional Development Planning Agency	As the coordinator and facilitator of preparing regional plans up to the OPD level, starting from each OPD's vision, mission, goals and organisational strategies.
7.	HR Expert in the Region/ Regent Expert Staff for Human Resources	Related to talent management theories and practices that are suitable for use in the Government
8.	Employee representatives who have been assessed	Experience with the talent assessment process, providing valuable insights into its effectiveness and transparency.

**Source :** Proceeded by the Authors, 2025

## Data Collection and Data Analysis

Primary data is collected through semi-structured interviews, which enable qualitative data collection, including a probing element where participants' responses shape the depth of follow-up questions posed. The interview guide focuses on key issues relevant to the study, including the current status of talent management, challenges, and recommendations for improvement. With this strategy, the researcher can gather diverse opinions and rich information regarding the implementation of talent management. Secondary data is gathered through document analysis, including legal documents, government reports on civil service management, and human resource management publications about Indonesia, South Korea, and Russia. This secondary information provides contextual background and supplements primary data to enhance analysis. The analysis of data in this study will employ a qualitative approach, utilising an interactive model that incorporates flexible and iterative cycles of data collection, presentation, and conclusion. In Miles and Huberman's model, the analysis consists of three concurrent but separate streams of activity: data collection, data display, and conclusion. Systematic collection of information through interviews and documents is a form of data collection. At this stage, data is summarised, coded, and organised into themes, which enables the identification of patterns and insights.

## Validity and Reliability

To validate the findings, triangulation was employed, which involved gathering information from multiple sources and verifying interview data against secondary information, such as government reports and other relevant documents. Detailed information on how this study was conducted is provided in Table 3, which outlines the steps taken to ensure consistency and rigour in the research findings. Informants were



given opportunities to review and clarify their responses, which further enhanced the study's credibility. The research process is auditable, documenting the complete path taken, including all decisions made throughout the study. The methodology is crafted in a way that allows others to verify the study, confirming that logical and sound evidence was utilised to conclude. Furthermore, the analysed data is shared with peers or experts for review to uncover possible biases concerning the interpretation of the data. All these elements strengthen the trustworthiness of the research in understanding talent management in local governments, guiding the development of an improvement model that can also serve as a reference for local governments across Indonesia.

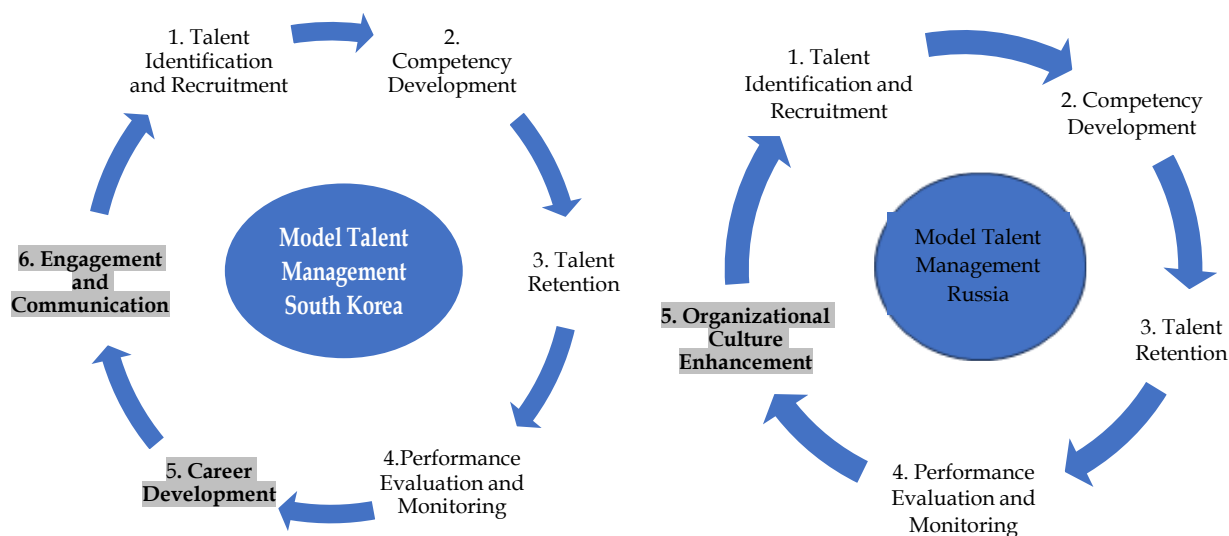
### C. RESEARCH FINDINGS AND DISCUSSION

#### Analysis Talent Management Model: Indonesia vs South Korea and Russia

The comparative analysis of talent management practices in Agam, Indonesia, South Korea, and Russia reveals significant differences shaped by each country's socio-economic and cultural contexts. In South Korea, public service positions are highly competitive due to the systematic talent identification processes at the graduate level, where South Korean universities are willing to market and attract their top graduates. This structured approach ensures that top graduates are attracted to public service, resulting in a highly skilled workforce. In terms of talent competency development, South Korea actively trains its civil servants on e-governance and leadership, equipping them with the knowledge and skills necessary for continuous professional growth. To retain talent, South Korea sponsors exclusive award and incentive schemes which encourage better recognition of skilled personnel.

On the other hand, Russia is transitioning towards automated merit-based systems that leverage artificial intelligence (AI) for talent assessment, enhancing the efficiency and transparency of public sector appointments. The integration of leadership training alongside technical skills in Russia's public administration further supports the development of a competent civil service. Russia focuses on public administration by integrating leadership roles alongside technical skills with a blended training approach. In contrast, Russia focuses on fostering job satisfaction through structured career progression, automated promotion systems, and enhanced motivation mechanisms.

As shown in Graph 1, there are noticeable differences in the levels of talent management implementation between South Korea and Russia, particularly in the context of local government. This model applies to the present study, which aims to analyse and compare talent management practices in the Agam District with those successfully implemented in these two cities. Both South Korea and Russia have established robust evaluation frameworks, complemented by feedback loops, to enhance accountability and foster active participation among employees.



**Graph 1. Talent Management Local Government Model in South Korea vs Russia**

**Source:** Proceeded by the Authors based on review documents, 2025

In Table 3, the socio-economic and cultural influences are presented through the TM practices in Indonesia, South Korea, and Russia. Talent management (TM) practices are diverse. While this is the case for Indonesia, South Korea, and Russia, they are shaped by the unique socio-economic and cultural contexts of each nation. In Indonesia, TM is characterised by informal recruitment processes and limited opportunities for employee development, which adversely impact public administration. This reliance on local networks can result in a non-diverse and non-inclusive workforce.

South Korea employs a systematic and highly competitive approach to talent management, placing greater emphasis on academic credentials and specialised training programs. This approach to professional development aligns with the needs of contemporary governance, fostering a talented and adaptable workforce. South Korea's strict performance management frameworks also drive accountability and boost employee engagement. Russia is in a transitional period and is gradually embracing more automated systems for evaluating and managing talent. The use of AI-driven applicant screening tools represents a move toward greater meritocracy, and formalised succession planning intends to sustain leadership presence in public functions. All in all, while facing problems due to informal norms and limited resources, Indonesia is supported by South Korea and Russia, as the latter two offer models of systematic and structured TM. Indonesia can enhance its public sector performance and governance by incorporating successful practices into its strategies. To build a motivated and skilled workforce in the region, the focus must be on fostering inclusivity, strong governance, and continuous professional development. In contrast, Indonesia, particularly in the Agam District, faces challenges due to informal recruitment practices and limited opportunities for professional development. The reliance on local networks often leads to a non-diverse workforce, undermining the effectiveness of public administration. The lack of structured talent assessment and performance management frameworks in Agam hampers the identification and retention of skilled personnel. This comparative lens highlights the potential for Indonesia to learn from the systematic approaches in South Korea and Russia, particularly in developing a more inclusive and meritocratic talent management system.

**Table 3. Comparative Analysis of Talent Management Practices: Indonesia, South Korea, and Russia**

<i>Aspect</i>	<i>Indonesia</i>	<i>South Korea</i>	<i>Russia</i>
Talent Acquisition	Often relies on local networks and referrals.	Competitive recruitment processes focus on academic credentials.	Increasing use of online platforms and headhunting services.
Employee Development	Training is often informal; mentorship plays a key role.	High investment in continuous education and training programs.	Emphasis on formal education; less focus on ongoing training.
Talent Assessment	Fragmented assessments and lack of strategic focus	Regular performance evaluations	Use of AI-based merit systems for assessments
Performance Management	Feedback mechanisms can be informal; hierarchy affects communication.	Structured performance reviews and 360-degree feedback are common.	Developing more systematic approaches, traditionally, top-down reviews.
Succession Planning	Limited and often focused on key positions only	Structured succession plans across departments	Clear career paths with merit-based promotion
Retention Strategies	Benefits may include family support and job security.	Competitive salaries and benefits, with a growing emphasis on work-life balance.	Limited but improving; emphasis on career development paths.
Technology Integration	Growing use of HR tech; challenges in implementation.	Advanced use of technology in HR processes; data-driven decision-making.	Increasing adoption of HR technologies yet often lagging global standards.
Organisational Culture	Emphasises collectivism and hierarchical structures.	Strong focus on education and technological advancement.	Varied cultural influences; emphasis on resilience and adaptability.
Legal and Regulatory Framework	Labour laws can be complex, and the informal sector is substantial.	Strong labour regulations with a focus on employee rights.	Evolving labour laws and significant regional variations.

**Proceed from some sources:**

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## Analysis of Talent Management in the Agam District

The findings from the Agam District indicate a reactive and administrative approach to talent management, lacking alignment with the organisation's strategic goals. Talent assessments are infrequent and often lack clear strategies, resulting in disjointed human resource practices. The absence of a structured succession planning framework has created a gap in leadership development, resulting in high turnover and low employee morale. Moreover, the local government's talent management practices are characterised by limited training opportunities and inadequate recognition for employee contributions. These deficiencies contribute to a workforce that is not only under-skilled but also disengaged, which in turn affects overall public service delivery. The analysis reveals that the current model is not sustainable, and without significant reforms, Agam will continue to struggle with its public administration challenges.

The research findings on talent management in the Agam District local government reveal several key challenges and areas for improvement. Modern-day practices in talent management focus more on the administrative side, remaining reactive and further creating a gap between basic human resource functions and strategic organisational goals. This absence results in disjointed talent evaluations and minimal succession planning. Moreover, talent evaluations for higher positions are conducted infrequently, and when they are conducted, there is no clear strategy behind them. This indicates a lack of foresight in human resource planning, which ultimately affects workforce productivity. The failure to effectively develop and retain top talent is a lost opportunity. The unfulfilled psychological contract between the government as an employer and its employees has led to low motivation and high turnover. By adopting the successful strategies of South Korea and Russia, Agam can enhance its performance in the public sector and achieve improved governance.

The latest model available in Agam reveals a disconnect between administrative elements and organisational goals, resulting in a significant gap. The predominant approach to talent management within Agam's local government is administrative and reactive. Meeting core human resource needs, such as training and development, remains disconnected from the organisation's strategic priorities. Evaluation of talent, especially at the senior level, with positions such as department heads, is done infrequently, and there is no overarching strategy to manage talent within the organisation. This reflects a deficiency in long-term, strategic vision for human resource development, ultimately hindering the overall effectiveness of the local government workforce. Moreover, talent management practices in Agam do not align with the organisation's long-term goals.

Table 4 summarises the key informants involved in the study, highlighting their positions and the reasons for their selection. This provides insight into the perspectives gathered on TM practices within the Agam District. The diversity of informants, ranging from agency heads to HR experts, ensures a comprehensive understanding of the challenges faced in talent management. The informants' roles can reveal specific gaps in talent management (TM) practices, such as issues in career development, talent assessment, and retention strategies. This aligns with the study's goal of exploring how these practices differ from those in South Korea and Russia. By selecting key stakeholders who are directly involved in TM, the table supports the exploration of local challenges in the Agam District, such as limited resources or inadequate training programs.

**Table 4. Implementation of Career Development and Talent Management Based on Merit at Agam District Local Government, Indonesia**

<i>Aspects</i>	<i>Indicator</i>	<i>Value</i>	
		2022	2023
Career Development	1 Availability of Position Competency Standards (SKJ) for each position	10	10
	2 Availability of employee profiles;	10	10
	3 Availability of Talent Pool, which is compiled based on managerial competency mapping and performance assessment results;	0	0

4 Availability of succession plans that meet the technical competency standards of the position	0	0
5 Availability of information on employee qualification and competency gaps;	7,5	7,5
6 Availability of information about performance gaps	5	5
7 Availability of strategies and programs to address competency and performance gaps	5	2,5
8 Implementation of Training to overcome gaps	5	5
9 Implementation of competency improvement through work practices and employee exchanges	5	5
10 Implementation of competency improvement through coaching and mentoring	7,5	5

**Source:** BKPSDM Agam and [meritopedia.kasn.go.id](http://meritopedia.kasn.go.id) Regency

Implementing a comprehensive and strategic talent management model in Agam is vital for enhancing the efficiency and effectiveness of local government functions. The current administrative approach is inadequate, as it lacks alignment between human resource practices and the organisation's long-term goals. By transitioning to a competency-based model that integrates all facets of talent management, Agam can better utilise its human resources to achieve regional development objectives. The proposed model outlines a clear path to establishing a more robust, meritocratic, and sustainable workforce. However, its success relies heavily on the commitment of local government leadership and the active participation of all stakeholders. Key elements such as the implementation of the 9-Box Talent Matrix and the establishment of defined career development pathways are crucial in attracting and retaining top talent. Despite the challenges posed by budget limitations and the necessity for continuous capacity building, this model presents a promising framework for transforming talent management practices in Agam. With careful planning, systematic implementation, and ongoing feedback, the local government can enhance its human capital and, by extension, stimulate overall regional development while learning from the experiences of local governments in South Korea and Russia.

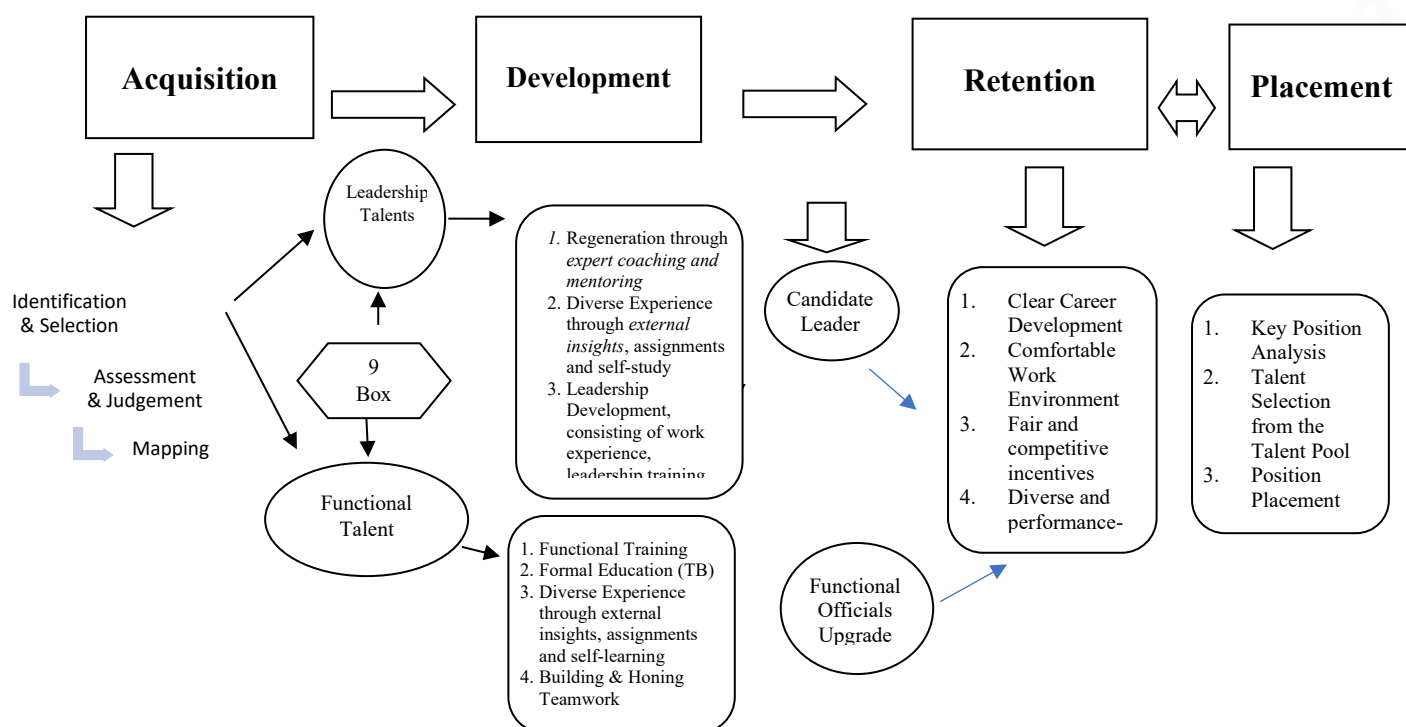
### Recommended Model Talent Management for Local Government

In light of the comparative analysis and the challenges identified in Agam, a new talent management model is proposed. This model draws on best practices observed in South Korea and Russia, tailoring strategies to fit the unique context of Agam. This study recommends a model that advocates for a more integrated and systematic approach rooted in the principles of meritocracy, competency-based management, and organisational transparency (see Graph 2). The proposed model advocates for a more integrated and systematic approach to talent management. This model is grounded in principles of meritocracy, competency-based management, and organisational transparency. By adopting these principles, Agam can ensure that all employees have equal opportunities to demonstrate their potential and contribute to organisational success. This model proposes a talent management framework for local government implementation based on the belief that every employee has growth potential and that understanding effective talent management is crucial for organisational success. The guiding principles of talent management (Russo et al., 2021; Wibowo & Murwaningsari, 2024a). The architecture of the talent management model consists of four main pillars: (1) Talent Acquisition - conduct thorough job analyses for critical positions and develop targeted acquisition strategies to build a robust talent pool. This process should mirror the systematic talent identification practices observed in South Korea; (2). Talent Development - implement structured training programs, task learning, and mentoring initiatives to enhance employee skills continuously. Drawing from Russia's emphasis on

ongoing professional development, Agam can create a culture of continuous learning.; (3). Talent Retention - focus on competitive incentives and non-financial recognition to retain top talent. Establish clear career pathways to motivate employees, taking inspiration from Russia's structured promotion opportunities that enhance job satisfaction; (4). Talent Placement - ensure a transparent selection process for structural positions using tools like the 9-Box Talent Matrix. This approach can help categorise employees based on performance and potential, guiding effective placement decisions.

By implementing this comprehensive talent management model, Agam can create a more effective and sustainable workforce, ultimately enhancing the performance of public administration. The insights drawn from successful practices in South Korea and Russia can serve as a valuable framework for optimising talent management in Agam, ensuring that it meets the unique needs of its local government. A key component of the proposed model is the Talent Mapping process, which utilises tools such as the 9-Box Talent Matrix to categorise talent based on both performance and potential. This mapping guides decisions related to talent development and placement. Additionally, the Competency Development Program aligns training with organisational needs, ensuring that employees' skills are continuously enhanced in line with market demands. The success of the talent management model depends on the involvement of all key stakeholders.

The first phase focuses on establishing policies and regulations, conducting critical job analyses, and forming the initial talent pool. This foundational step aligns with South Korea's approach, which emphasises thorough job analyses to ensure that recruitment strategies are closely aligned with the organisation's objectives. This alignment not only enhances the quality of hires but also ensures that new employees are positioned to meet the strategic needs of the local government. In the second phase, structured talent development programs are implemented, including coaching, mentoring, and formal training. This is particularly significant as South Korea integrates ongoing professional development into its public sector, ensuring that civil servants continuously enhance their skills and adapt to changing demands. Similarly, Russia employs comprehensive competency development programs that focus on both technical skills and leadership capabilities, which are essential for effective public administration. By adopting these best practices, Agam can significantly improve the competencies of its workforce, thus fostering a culture of continuous learning and development. The final phase focuses on optimising talent placement within the established talent pool and implementing continuous monitoring mechanisms to assess progress and effectiveness. This approach is inspired by Russia's structured succession planning, which ensures that high-potential employees are identified and prepared for critical roles within the organization. This metric measures the number of employees identified as potential talent, providing insights into the effectiveness of talent identification processes. The talent retention rate tracks the percentage of talented employees retained over a specific period, indicating the model's success in fostering a supportive work environment.



**Graph 2. Recommended Model of Talent Management in Local Government, Indonesia**

**Source:** Proceeded by the Authors based on review documents, 2025

Graph 2 illustrates a model proposed for talent management in local government implementation, based on the premise that every employee has growth potential and that understanding effective talent management is crucial for organisational success. Establish processes that ensure all employees have equal access to development opportunities and resources. This aligns with practices in South Korea, where inclusive talent management fosters a diverse workforce that enhances innovation and public service delivery. Shift the focus from seniority to performance and competencies in talent acquisition, development, and promotion. This approach reflects successful models in Russia, where merit-based systems are employed to ensure that the most qualified individuals are selected for key positions. Implement transparent talent management processes that involve active participation from all stakeholders. This can improve trust and engagement among employees, as seen in practices in South Korea, which emphasise clear communication in HR processes.

Furthermore, to ensure the success of this model, a three-phase implementation framework is proposed: (1). planning phase that assesses local capacity and talent needs and develops a talent management strategy aligned with the priorities of Russia's central and regional governments; (2). execution phase that implements recruitment, competency development, and training programs and launches performance evaluation systems using digital tools; (3). evaluation phase that monitors performance against key performance indicators (KPIs) and adjusts strategies based on evaluation results and feedback. An example of an implementation and case study is the Krasnodar Region, Russia. In talent recruitment, host regional talent competitions leveraging technology to attract top graduates. In implementing talent development, e-governance training programs focus on blockchain technology for public service management. The government offers additional incentives to civil servants working in remote or underdeveloped areas for talent retention.

Scholars emphasise that effective talent management should include regular evaluations to measure employee development and the effectiveness of retention and development programs (Galbraith, 2024;

Grudzinsky et al., 2022; Outila & Fey, 2022; Tsvetkova, 2024). In this context, the proposed M&E system focuses on quarterly evaluations, mirroring best practices observed in South Korea and Russia, where systematic assessments are integral to their talent management frameworks. In South Korea, for instance, regular performance evaluations facilitate targeted professional development, while Russia employs robust feedback mechanisms that enhance accountability and employee engagement. Moreover, the feedback mechanism within the Agam model allows employees and stakeholders to provide input, ensuring that the talent management model is continuously refined to address emerging challenges. This iterative process aligns with the ideal scenarios proposed by experts who advocate for agile talent management systems that are responsive to organisational and employee needs.

However, key risks associated with implementing this talent management model include low employee engagement and budget constraints, as highlighted in various studies (Kim et al., 2024; Shah et al., 2024). To mitigate these risks, strategies such as increasing non-financial rewards and collaborating with external institutions to offer subsidised training programs are recommended. These approaches not only align with best practices in South Korea and Russia, where non-monetary incentives play a crucial role in maintaining motivation, but also optimise resource allocation in Agam. Furthermore, a sustainability plan is developed to build internal capacity within the BKPSDM (Regional Civil Service Agency) to manage talent independently. This plan emphasises the importance of long-term collaboration with external organisations, similar to the partnerships established in South Korea and Russia, to ensure the ongoing success of development programs. By integrating these elements, Agam can develop a resilient talent management system that addresses both current and future workforce challenges.

## D. CONCLUSION AND RECOMMENDATION

### Conclusion

This study on talent management within the Agam District local government has provided critical insights into current practices, identified significant gaps, and proposed enhancements for public sector human resource management. The primary objectives were to develop a comprehensive model of effective talent management in Agam and evaluate its potential to improve public sector performance. The findings indicate that talent management in Agam is primarily reactive and administrative, focusing on basic human resource functions without precise alignment with strategic organisational goals. This lack of a cohesive approach has resulted in fragmented talent assessments and limited succession planning, undermining the local government's ability to optimise its human resources. By comparing Agam's practices with those in South Korea and Russia, this study offers a framework for transforming local government talent management. The proposed model emphasises a structured, integrated, and strategic approach based on a competency framework encompassing four key pillars: acquisition, development, Retention, and placement. This model prioritises inclusivity and fairness, ensuring equal opportunities for all employees to demonstrate their potential, a crucial aspect in fostering a motivated and high-performing workforce.

The findings contribute to ongoing discussions about human resource management in the public sector, particularly in regions facing resource constraints and administrative challenges. The proposed model offers practical solutions for local governments to enhance their talent management practices, thereby promoting greater organisational efficiency, increased employee satisfaction, and improved public service outcomes. This study enriches the existing body of knowledge on effective public sector management by emphasising the strategic alignment of human resources with organisational needs. A key conclusion is that an effective talent management model can significantly influence employee motivation, Retention, and organisational culture. In Agam, the current low compensation and limited career advancement opportunities have created a psychological contract gap, negatively affecting employee morale. While the proposed model has considerable potential, its implementation will face challenges, including budget constraints, inadequate technological



infrastructure for managing talent data, and the need for capacity building within HR departments. Overcoming these barriers is essential for the model to achieve its intended outcomes.

Additionally, institutional resistance to change poses a significant challenge; transitioning from a reactive to a proactive approach necessitates strong leadership and commitment to long-term transformation. The conclusions drawn from this study carry important implications for policy and practice in Agam and beyond. The recommendations for enhancing talent management practices provide a roadmap for local governments aiming to strengthen their human resource management capabilities. Policymakers in Agam should prioritise establishing clear and transparent human resources (HR) processes that align with organisational objectives and employee competencies.

## Recommendation

Based on the findings of this study, several key recommendations are proposed to enhance the effectiveness of talent management practices in Agam, Indonesia, while drawing insights from successful implementations in South Korea and Russia. First, local government officials should adopt the proposed ITMM, which focuses on talent acquisition, development, Retention, and placement. This model should ensure inclusiveness and fairness in all processes. Second, develop comprehensive training programs that address the specific skills needed within the local government. Regular training opportunities should be established to foster continuous professional development. Third, implement systematic and regular talent assessments to identify skill gaps and inform succession planning. This will help align the workforce with the organisation's strategic goals. Fourth, develop competitive incentives and recognition programs to retain skilled personnel. Addressing the psychological contract with employees by ensuring career advancement opportunities and fair compensation is crucial. The last step is to foster partnerships with educational institutions and training providers to enhance the capacity for talent development. Such collaborations can provide access to resources and expertise that support effective talent management.

## Future Research Directions

Future studies should focus on longitudinal analyses of talent management practices in Agam, South Korea, and Russia. This will help assess the long-term impacts of these models on employee performance and organisational outcomes. Exploring the experiences of other local governments, both within Indonesia and internationally, can provide additional insights into best practices and potential challenges in talent management. In conclusion, this research underscores the critical need for a strategic and integrated approach to talent management in the Agam District. By learning from successful practices in South Korea and Russia, Agam can improve its public administration effectiveness, thereby contributing to more effective governance in Indonesia.

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