



Talent Management as a Strategy for Enhancing Civil Servants' Performance

Gabriel Gloria Ohee, S.E., M.M

Management, Economics, and Business, Universitas Musamus Merauke, Indonesia

Correspondence: gebbyohee09@gmail.com

Abstract: This study aims to analyze the implementation of talent management as a strategic approach to enhancing the performance of Civil Servants through a synthesis of concepts, theories, policies, and findings from previous studies. The research employed a literature review using a qualitative descriptive approach. Data were collected from books, national and international peer-reviewed journal articles, laws and regulations, bureaucratic reform documents, and other relevant scholarly publications. The data were analyzed through the processes of literature identification, selection, classification, synthesis, and descriptive interpretation. The findings indicate that talent management plays a crucial role in improving Civil Servants' performance through five key components: talent identification and mapping, competency development, career planning and succession management, the strengthening of the merit system, and leadership and organizational support. However, the implementation of talent management in the public sector continues to face several challenges, including the suboptimal implementation of the merit system, limited competency assessment practices, inadequate integration of personnel information systems, and disparities in organizational capacity for managing talent. Therefore, successful talent management requires integrated policies, the digitalization of civil service management, the strengthening of talent pools, and strong leadership commitment to supporting employee development. This study contributes to the existing literature by providing a comprehensive synthesis of talent management implementation in the public sector and offers practical recommendations for government organizations to strengthen merit-based civil service management in order to enhance organizational performance and improve the quality of public service delivery.

Keywords: Talent management, Civil Servants, Merit system, Civil Servants' performance, Public sector.

DOI : <https://doi.org/10.63185/mej.v2i1.10>

Cite: Ohee, G. G. (2026). Talent Management as a Strategy for Enhancing Civil Servants' Performance. *Management Economics Journal*, 2(1), 1-11. <https://doi.org/10.63185/mej.v2i1.10>



1. INTRODUCTION

Bureaucratic transformation has become a major agenda for governments worldwide in improving public governance and service delivery. Rapid environmental changes driven by digitalization, technological advancements, and increasing public expectations require public sector organizations to develop civil servants who can adapt effectively to dynamic organizational demands. In this context, human resources are no longer viewed merely as organizational support but as strategic assets that determine the achievement of organizational objectives. Collings et al. (2019) argued that organizations capable of managing talent systematically are more likely to sustain superior performance and maintain long-term competitiveness. Likewise, Gallardo-Gallardo et al. (2020) emphasized that the focus of human resource management has shifted from traditional personnel administration toward developing individuals with high potential to support long-term organizational success.

These developments have positioned talent management as one of the most important strategic approaches in contemporary human resource management. According to Thunnissen and Buttiens (2017), talent management integrates the processes of talent identification, development, deployment, and retention based on employees' competencies and potential. This perspective was further reinforced by Meyers (2020), who argued that organizations should establish sustainable systems capable of developing the potential of all employees in response to increasingly dynamic organizational environments. More recently, Al Ariss et al. (2022) demonstrated that the effectiveness of talent management depends not only on recruitment practices but also on career development strategies, organizational learning, and leadership that actively supports talent development.

The implementation of talent management in the public sector differs substantially from that in the private sector due to the unique characteristics of public organizations. Kravariti and Johnston (2020) explained that government institutions operate within complex regulatory frameworks, merit-based systems, and bureaucratic procedures, making talent management implementation more challenging than in business organizations. Furthermore, Kravariti et al. (2022) found that organizational support for employee development plays a critical role in determining the success of talent management practices in the public sector. This finding was further extended by Semaihi et al. (2023), who demonstrated that line managerial support mediates the relationship between talent management practices and employee performance, highlighting the crucial role of immediate supervisors in translating talent management policies into improved organizational outcomes.

In Indonesia, the importance of talent management has increased significantly following the government's implementation of the merit system as part of its bureaucratic reform agenda. This policy aims to establish a professional civil service through career development based on competence, potential, and performance. Nevertheless, Kumala and Sukmawati (2025) reported that the implementation of talent management across government institutions continues to face several challenges, including inadequate competency mapping and the lack of integrated personnel information systems. Similarly, the systematic literature review conducted by Praja et al. (2026) revealed that many public institutions remain primarily focused on competency development without integrating it into a comprehensive talent management framework.

Despite the rapid growth of talent management research, the existing literature has predominantly focused on business organizations and multinational corporations. Collings et al. (2019) primarily examined how talent management contributes to competitive advantage in private organizations, while Gallardo-Gallardo et al. (2020) proposed a conceptual framework describing the evolution of talent management. Although Kravariti and Johnston (2020) expanded the discussion to the public sector, their work mainly addressed talent management from the broader perspective of public human resource management. Within the Indonesian context, studies conducted by Kumala and Sukmawati (2025) and Praja et al. (2026) have largely concentrated on policy implementation within specific government institutions, providing limited evidence regarding how talent management practices contribute to improving the overall performance of Civil Servants. Consequently, a significant research gap remains, as there is still a lack of comprehensive literature synthesizing empirical evidence on the relationship between talent management and Civil Servants' performance. Addressing this gap, the present study aims to synthesize existing theoretical and empirical evidence on talent management implementation in the public sector and to examine its strategic role in enhancing Civil Servants' performance.

2. METHOD

This study employed a literature review using a qualitative descriptive approach. This method was selected to identify, examine, analyze, and synthesize concepts, theories, policies, and previous research findings related to the implementation of talent management as a strategy for enhancing the performance of Civil Servants. A literature review enables researchers to develop a comprehensive understanding of a phenomenon through the critical analysis of relevant scholarly sources while generating a body of synthesized knowledge that contributes to both theoretical development and policy recommendations (Snyder, 2019).

The study relied exclusively on secondary data obtained from scholarly publications and official documents relevant to the research objectives. The sources included textbooks on human resource management and talent management, articles published in national and internationally reputable peer-reviewed journals, legislation concerning the Civil Service and the merit system, bureaucratic reform documents, government reports, and other relevant academic publications. To ensure the quality and relevance of the review, priority was given to studies addressing talent management, public sector human resource development, the merit system, and Civil Servants' performance.

The data collection process consisted of four stages: identification, selection, classification, and literature analysis. These procedures were designed to produce a systematic and coherent literature review capable of synthesizing findings from previous studies (Snyder, 2019). Data were analyzed using a qualitative descriptive approach through four sequential stages: data reduction, data display, data interpretation, and conclusion drawing. The analytical procedures were based on the qualitative data analysis framework proposed by Miles, Huberman, and Saldaña (2014), which emphasizes an interactive and iterative process of analysis from data collection through conclusion development.

3. RESULTS AND DISCUSSION

3.1 Talent Identification and Mapping in the Civil Service

Talent identification and mapping constitute the initial stage of talent management implementation, aiming to identify Civil Servants who possess superior competencies, potential, and performance as a foundation for strategic human resource decision-making. Collings and Mellahi (2009) argued that this process enables organizations to place employees in positions that match their competencies, thereby improving organizational effectiveness. In the public sector, talent identification extends beyond performance evaluation to include leadership potential, integrity, technical expertise, managerial capabilities, and socio-cultural competencies, all of which serve as the basis for long-term career development.

Unlike the private sector, talent management implementation in government organizations is shaped by regulatory frameworks, the merit system, and the unique characteristics of public bureaucracy. Thunnissen and Buttiens (2017) found that talent management in the public sector is highly contextual, meaning that talent identification mechanisms must be aligned with organizational policies, institutional needs, and organizational culture. Consequently, public sector organizations tend to adopt an inclusive talent management approach, providing opportunities for all employees to develop their potential rather than focusing exclusively on a small group of high-potential individuals.

In Indonesia, talent identification and mapping have become integral components of bureaucratic reform through the Regulation of the Minister of Administrative and Bureaucratic Reform (PANRB) No. 3 of 2020 on Civil Service Talent Management, which was subsequently revised by Regulation No. 20 of 2025 to strengthen the governance and implementation of talent management. These regulations stipulate that talent mapping should be based on an integrated assessment of employees' qualifications, competencies, performance, potential, integrity, and career records. The assessment results are organized into a talent pool, which serves as the foundation for career development, promotion, job rotation, and succession planning. This policy framework is further reinforced by Law No. 20 of 2023 on the Civil Service, which mandates that all personnel decisions be based on the principles of the merit system.

The study by Kumala and Sukmawati (2025) demonstrated that merit-based talent management enhances objectivity in identifying high-potential Civil Servants. Their proposed talent management model comprises six interconnected stages: planning, acquisition, development, performance management, engagement, and retention. Within this framework, the planning stage serves as the cornerstone of talent identification, enabling competency development and career planning to be implemented more systematically and aligned with organizational needs.

Despite these developments, the literature indicates that talent mapping implementation across government institutions continues to encounter several challenges. Major obstacles include underdeveloped competency assessment systems, limited integration of personnel information systems, and disparities in institutional capacity to implement the merit system effectively. As a result, talent mapping outcomes have not yet been fully utilized as a strategic basis for career development and succession planning. Therefore, strengthening competency-based assessment systems, accelerating the digitalization of human resource information systems, and reinforcing leadership commitment are essential to improving the effectiveness of talent

identification and mapping within Indonesia's Civil Service.

3.2 Civil Servant Competency Development

Competency development is a critical component of talent management because it aims to bridge the gap between the competencies possessed by Civil Servants and those required by the organization. Unlike conventional training approaches, competency development within a talent management framework is based on talent identification, performance assessment, and job requirements, making it more targeted and strategically aligned with organizational objectives. Kravariti and Johnston (2020) emphasized that talent development should be embedded within an organization's strategic agenda rather than treated as a routine training activity, as it plays a pivotal role in developing a workforce capable of adapting to changing organizational environments.

Competency development extends beyond the enhancement of technical skills to encompass managerial, socio-cultural, and leadership competencies. A systematic literature review conducted by Praja et al. (2026) found that competency development is more effective when integrated into a comprehensive talent management system through competency mapping, potential assessment, and the preparation of Individual Development Plans (IDPs). Such an integrated approach enables organizations to design development programs that address both employees' developmental needs and the strategic priorities of the institution.

The findings of Kumala and Sukmawati (2025) further suggest that a merit-based talent management framework should distinguish between individual development and career development as separate yet complementary components. This model provides Civil Servants with continuous opportunities to strengthen their competencies while preparing them for higher-level career advancement. However, the implementation of competency development across government institutions continues to face several challenges, including the limited integration of competency assessment results into training programs, inadequate digital infrastructure, and the uneven development of organizational learning cultures. Consequently, effective competency development requires integrated human resource information systems, performance-based evaluation mechanisms, and strong organizational commitment to fostering a culture of continuous learning. These elements are essential for enhancing the professionalism, adaptability, and overall performance of Civil Servants.

3.3 Career Planning and Succession Management

Career planning and succession management represent the subsequent stages of talent management, aiming to ensure the availability of future leaders who possess the competencies and potential required to meet organizational needs. Collings and Mellahi (2009) argued that effective talent management should integrate talent identification with career development and the systematic filling of strategic positions through a well-structured succession planning process. Consequently, organizations are able to address not only their short-term workforce needs but also ensure long-term leadership continuity.

In the public sector, career planning is implemented based on the principles of the merit system, which emphasizes employees' competencies, performance, and potential. In Indonesia, this principle was initially established through the Regulation of the

Minister of Administrative and Bureaucratic Reform (PANRB) No. 3 of 2020, subsequently revised by Regulation No. 20 of 2025, and further reinforced by Law No. 20 of 2023 on the Civil Service. These regulations designate the talent pool as the primary basis for promotion, job rotation, and succession planning. This merit-based approach is expected to reduce subjectivity in promotion decisions while enhancing transparency and fairness in the career development of Civil Servants.

Kumala and Sukmawati (2025) found that the merit system provides a more objective framework for career planning because promotion decisions are based on competency mapping and employees' potential assessments. Similarly, the National Civil Service Agency (Badan Kepegawaian Negara [BKN], 2025) emphasized that the utilization of talent pools facilitates talent mobility across government institutions and accelerates the appointment of senior leadership positions through structured succession planning mechanisms. Nevertheless, succession management across government institutions continues to face several challenges, including limited talent data, the underutilization of competency assessment results, and uneven implementation of the merit system. Therefore, strengthening talent management information systems, improving the quality of competency assessments, and reinforcing leadership commitment are essential to developing a professional, transparent, and sustainable career management system for Indonesia's Civil Service.

3.4 Challenges in Talent Management Implementation

The implementation of talent management in government organizations continues to face various challenges arising from both organizational and policy-related factors. Kravariti and Johnston (2020) argued that talent management in the public sector is shaped by regulatory frameworks, bureaucratic culture, leadership practices, and limited organizational flexibility, making it difficult to directly adopt talent management models developed for the private sector. Similarly, Thunnissen and Buttiens (2017) emphasized that the success of talent management largely depends on the alignment between organizational policies and the specific institutional context of public organizations, which differs substantially from that of business enterprises.

In the Indonesian context, the implementation of talent management is constrained by several factors, including the suboptimal application of the merit system, limited competency assessment practices, fragmented personnel information systems, and the insufficient readiness of many government institutions to establish and manage talent pools. Kumala and Sukmawati (2025) found that although the concept of talent management has gained increasing recognition, its implementation still requires significant improvement in the areas of workforce planning, performance management, and employee engagement. Likewise, Sehatpour et al. (2021) identified weak organizational support, resistance to change, and limited organizational resources as major barriers to the successful implementation of talent management within government organizations.

A synthesis of the existing literature indicates that the challenges of talent management implementation extend beyond regulatory constraints and are closely associated with organizational readiness to establish an integrated talent management ecosystem. International studies primarily emphasize the importance of leadership commitment, organizational culture, and institutional support as critical determinants of successful implementation (Thunnissen & Buttiens, 2017; Kravariti & Johnston, 2020).

In contrast, studies conducted in Indonesia emphasize the need to strengthen the merit system, accelerate the digitalization of civil service information systems, and standardize competency assessment practices (Kumala & Sukmawati, 2025). Supporting this perspective, Estrada et al. (2025) demonstrated that the implementation of digital attendance systems enhances employee discipline and productivity, highlighting the critical role of digital infrastructure and civil servants' digital competencies in modern human resource management. Collectively, these findings suggest that the successful implementation of talent management depends not only on formal regulations but also on comprehensive human resource governance supported by effective leadership, integrated information systems, and an adaptive organizational culture.

3.5 Strategies for Enhancing Civil Servants' Performance Through Talent Management

Talent management is a strategic approach that integrates talent identification, competency development, career planning, and succession management to improve both individual and organizational performance. In addition to talent management practices, organizational factors also contribute significantly to improving Civil Servants' performance. Sawi (2024) found that organizational culture has a significant positive influence on the performance of local government officials. This finding suggests that the successful implementation of talent management is more likely to be achieved when it is supported by an organizational culture that promotes collaboration, accountability, and continuous performance improvement. Kravariti et al. (2022) demonstrated that talent management practices have a positive effect on public sector employee performance, particularly when supported by organizational support and line managerial support. Leadership support serves as a key mechanism that encourages Civil Servants to develop their competencies and increase their contributions to organizational performance.

In Indonesia, the implementation of merit-based talent management is intended to ensure that every Civil Servant has equal opportunities for development based on competence, performance, and potential. The National Civil Service Agency (Badan Kepegawaian Negara [BKN], 2025) emphasized that the development of talent pools, the utilization of the Talent Management Information System (SIMATA), and the implementation of structured succession planning are key strategies for accelerating objective appointments to strategic positions and improving bureaucratic productivity. These initiatives are further supported by competency development programs aligned with job requirements and continuous performance evaluation. In addition, Semaihi et al. (2023) found that the positive effect of talent management on public sector employee performance is not direct but is mediated by line managerial support. Their study highlights the critical role of immediate supervisors in implementing talent management policies through coaching, constructive feedback, competency development facilitation, and career development support. Therefore, the effectiveness of talent management depends not only on organizational policies but also on the quality of policy implementation at the operational or unit level.

The existing literature consistently indicates that improvements in Civil Servants' performance cannot be achieved through isolated development initiatives but rather through the integration of the entire talent management cycle. International studies emphasize the strong relationship between talent management, organizational support,

and employee performance (Kravariti et al., 2022), whereas studies conducted in Indonesia primarily focus on strengthening the merit system and utilizing talent pools as strategic instruments for Civil Service management. These findings suggest that talent management is most effective when organizations integrate talent identification, competency development, career management, succession planning, and performance evaluation within a unified talent management framework supported by digital technology, effective leadership, and a strong organizational commitment to employee development.

3.6 Implications for Government Organizations

The findings of this review indicate that the implementation of talent management has significant strategic implications for government organizations in developing a professional, adaptive, and performance-oriented bureaucracy. The implementation of a merit-based system, supported by talent identification, competency development, and succession planning, enhances the objectivity of Civil Service management while ensuring the availability of qualified future leaders. Kravariti and Johnston (2020) emphasized that talent management should be positioned as an integral component of organizational strategy rather than merely an administrative human resource function, enabling public organizations to create greater value in public service delivery.

For government organizations in Indonesia, strengthening talent management implementation requires the integration of the merit system, digitalized human resource information systems, objective competency assessment, and strong leadership commitment to supporting Civil Servants' development. Furthermore, the effective utilization of talent pools and structured succession planning contributes to accelerating appointments to strategic positions while improving the overall effectiveness of bureaucratic governance.

Overall, the literature demonstrates that talent management has evolved into a strategic instrument for bureaucratic reform. Both international and Indonesian studies consistently highlight that successful implementation depends on the integration of organizational policies, the merit system, competency development, and leadership commitment. However, their primary focus differs. Research conducted in developed countries tends to emphasize organizational capability development and strategic workforce planning, whereas studies in Indonesia primarily focus on strengthening governance mechanisms and standardizing the implementation of the merit system. Therefore, government organizations should shift the management of Civil Servants from a predominantly administrative approach toward strategic human capital management. Such a transformation would position talent management not only as a mechanism for employee development but also as a strategic tool for enhancing public service quality, organizational performance, and the overall competitiveness of the public sector.

4. CONCLUSION

Talent management is an effective strategy for enhancing the performance of Civil Servants through an integrated human resource management approach encompassing talent identification and mapping, competency development, career planning, and succession management. The findings of this review indicate that implementing talent management based on the merit system improves the objectivity of Civil Service

management, supports continuous competency development, and prepares future leaders whose competencies and potential align with organizational needs.

However, the implementation of talent management in the public sector continues to face several challenges, including the suboptimal application of the merit system, limited competency assessment practices, inadequate integration of personnel information systems, and disparities in institutional capacity across government agencies. Therefore, strengthening organizational commitment, accelerating the digitalization of talent management systems, and promoting continuous competency development are essential to maximizing the effectiveness of talent management in improving Civil Servants' performance.

This study provides a comprehensive overview of talent management implementation in the public sector and offers valuable insights for government organizations seeking to strengthen merit-based Civil Service management policies. Future research is recommended to empirically examine the impact of talent management on Civil Servants' performance across different government institutions using quantitative or mixed-methods approaches.

5. REFERENCES

- Al Ariss, A., Cascio, W. F., & Paauwe, J. (2014). Talent management: Current theories and future research directions. *Journal of World Business*, 49(2), 173–179. <https://doi.org/10.1016/j.jwb.2013.11.001>
- Badan Kepegawaian Negara. (2025, January 23). *Prof. Zudan: BKN genjot penerapan manajemen talenta di 2025*. Badan Kepegawaian Negara. <https://www.bkn.go.id/prof-zudan-bkn-genjot-penerapan-manajemen-talenta-di-2025/>
- Badan Kepegawaian Negara. (2025, March 3). *Pengelolaan ASN berbasis sistem merit memudahkan mobilitas talenta*. Badan Kepegawaian Negara. <https://www.bkn.go.id/pengelolaan-asn-berbasis-sistem-merit-memudahkan-mobilitas-talenta/>
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313. <https://doi.org/10.1016/j.hrmr.2009.04.001>
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of Management*, 45(2), 540–566. <https://doi.org/10.1177/0149206318757018>
- Estrada, E., Dumatubun, N. F. L., & Betaubun, R. M. (2025). Evaluasi sistem absensi online sebagai alat monitoring kehadiran dan produktivitas kerja di Dinas Pendidikan Kabupaten Merauke. *Papsel Economic Journal*, 2(2), 10–16. <https://doi.org/10.63185/pej.v2i2.136>
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: Context matters. *The International Journal of Human Resource Management*, 31(4), 457–473. <https://doi.org/10.1080/09585192.2019.1642645>
- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia. (2020). *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 3 Tahun 2020 tentang Manajemen Talenta Aparatur Sipil Negara*.

- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2025). *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 20 Tahun 2025 tentang Perubahan atas Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 3 Tahun 2020 tentang Manajemen Talenta Aparatur Sipil Negara*.
- Kravariti, F., & Johnston, K. (2020). Talent management: A critical literature review and research agenda for public sector human resource management. *Public Management Review*, 22(1), 75–95. <https://doi.org/10.1080/14719037.2019.1638439>
- Kravariti, F., Tasoulis, K., Scullion, H., & Alali, M. K. (2023). Talent management and performance in the public sector: the role of organisational and line managerial support for development. *The International Journal of Human Resource Management*, 34(9), 1782–1807. <https://doi.org/10.1080/09585192.2022.2032265>
- Kumala, S. A., & Sukmawati, I. D. (2025). Manajemen Talenta Berbasis Sistem Merit bagi Generasi Muda ASN di Sektor Publik. *PUBLICNESS: Journal of Public Administration Studies*. <https://doi.org/10.24036/publicness.v4i2.272>
- Meyers, M. C. (2020). Talent management in public organizations: A conceptual review. *Public Personnel Management*.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook* (3rd ed.). Sage Publications.
- Peraturan Menteri PANRB Nomor 3 Tahun 2020 tentang Manajemen Talenta Aparatur Sipil Negara.
- Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 3 Tahun 2020 tentang Manajemen Talenta Aparatur Sipil Negara.
- Praja, N. R., Suryanto, Suaedi, F., & Nasution, Z. (2026). Strategi Pengembangan Kompetensi ASN melalui Integrasi Manajemen Talenta di Sektor Publik: Systematic Literature Review. *Cakrawala*, 20(1), 41–56. <https://doi.org/10.32781/cakrawala.v20i1.966>
- Republik Indonesia. (2023). *Undang-Undang Republik Indonesia Nomor 20 Tahun 2023 tentang Aparatur Sipil Negara*.
- Sawi, N. B. (2024). Pengaruh partisipasi penyusunan anggaran dan budaya organisasi terhadap kinerja aparat pemerintah daerah Kabupaten Merauke. *Papsel Economic Journal*, 1(2). <https://doi.org/10.63185/pej.v1i2.77>
- Sehatpour M, Abedin B, Kazemi A (2022), Talent management in government organizations: identification of challenges and ranking the solutions to address them. *International Journal of Productivity and Performance Management*, Vol. 71 No. 4 pp. 1444–1468, doi: <https://doi.org/10.1108/IJPPM-05-2020-0231>
- Semaihi SO, Ahmad SZ, Khalid K (2023), Talent management and performance in the public sector: the mediating role of line managerial support. *Journal of Organizational Effectiveness: People and Performance*, Vol. 10 No. 4 pp. 546–564, doi: <https://doi.org/10.1108/JOEPP-09-2022-0274>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Thunnissen, M., & Buttiens, D. (2017). Talent Management in Public Sector Organizations: A Study on the Impact of Contextual Factors on the TM Approach

in Flemish and Dutch Public Sector Organizations. *Public Personnel Management*, 46(4), 391–418. <https://doi.org/10.1177/0091026017721570>

Thunnissen, M., & Buttiens, D. (2017). Talent Management in Public Sector Organizations: A Study on the Impact of Contextual Factors on the TM Approach in Flemish and Dutch Public Sector Organizations. *Public Personnel Management*, 46(4), 391-418. <https://doi.org/10.1177/00910260177215>