



Indonesia's Position in The Global War for Talent: A Study Of Indonesian Talent Competitiveness Based on *Global Talent Competitiveness Index (Gtci)* in Year of 2020-2023

Asep Sukmayadi^{1*} and Muhammad Syaroni Rofii²

¹ Princeton University, Princeton NJ 08544, USA

² Springer Heidelberg, Tiergartenstr. 17, 69121 Heidelberg, Germany
kumay0606@gmail.com

Abstract. This paper examines Indonesia's position in the global talent competition, commonly referred to as the *Global War for Talent*. By analyzing Global Talent Competitiveness Index (GTCI) in 2020 to 2023, this study provides a comprehensive assessment of Indonesia's talent global competitiveness position and elaborate its strategic meanings and implication associated with (rhetoric) demographic bonus, global education assessment, and the vision of Golden Indonesia 2045. This paper examines the importance of effective talent management strategies to harness the abundant potential of Indonesia's human resources and develop them to drive economic development and sustain Indonesian global competitiveness.

Keywords: Talent, Global Talent Competitiveness Index, Talent Management, Global War for Talent, Demographic Bonus,

1.1 Introduction

The phenomenon of global competition for talent emerged in the midst of economic globalization which increasingly relied on knowledge, technology and human creativity, especially since the 1990s. This competition phenomenon is even believed to fundamentally reshape the world in the next few decades. Economic power will no longer be centered in countries that have natural resources, manufacturing superiority, military dominance, or even scientific and technological prowess. Today, the determinants of competition are centered around the axis: a nation's ability to mobilize, attract, and retain creative talent. Every key dimension of world economic leadership, from manufacturing excellence to advances in science and technology, will depend heavily on this capability. (Florida, 2005).

Indonesia is the 4th most populous country in the world. By mid-2024, Indonesia's population reached 281 million peoples. (BPS, 2024). Actually, since 2015, Indonesia has entered a demographic transition period. Indonesia is facing a window of opportunity to achieves a demographic bonus. The explosion of productive age that dominates Indonesia's population structure is expected to peak in the 2020-2035 period. (BPS, 2023). No many countries have such great opportunities. Indonesia is one of the countries that are experiencing similar things such as China, South Korea, India and Brazil. This can be a golden opportunity, a challenge (as well as a threat) for Indonesia to be able to utilize and optimize the demographic bonus properly to achieve the Golden Indonesia Vision 2045.

Regarding Indonesia's strategic-demographic potential, it is trully interesting to observe Indonesia's actual position in the global talent competition and studied for its strategic significance in sense of bonus demografi rhetoric and the Vision of Golden Indonesia 2045. This paper will observe Indonesia's position in the global talent competition based on the mapping presented by INSEAD-GTCI in the year of 2020 to 2023.

An overview of how countries, including Indonesia, compete in developing and retaining talent globally, can be viewed through the Global Talent Competitiveness Index (GTCI) published by INSEAD (Institut Européen d'Administration des Affaires.). The GTCI mapping provides a relatively comprehensive overview of the complexity of the global talent competition phenomenon which can be used as a credible reference beside more macro global competitiveness indices such as the Human Capital Index (HCI), Human Development Index (HDI), Global Competitiveness Index (GCI) or Global Innovation Index (GII).

This paper is compiled through the study of book works, articles/journals/essays, research and mapping results, multimedia documentation that discusses the phenomenon of the existence of talent resources in relation to demographic issues, productivity, innovation, international political economy, education, employment and global competitiveness.

By referring to the index of the global talent competitiveness presented by INSEAD-GTCI in 2020-2023 period, and juxtaposing it with global education assessment of PISA-OECD and global innovation competitiveness, Indonesia's position will be described as having a strategic meaning in sense of demographic bonus rhetoric and the Golden Indonesia 2045 Vision. For a better understanding, at first, the phenomenon will be described by presenting a conceptual framework about talent, talent management and the Global War for Talent.

1.2 Talent, Talent Management, and Global War for Talent

In a more comprehensive sense, talent is a special ability that allows someone or group of people to do something well. (Britannica Dictionary, 2024). In a more operational-contextual definition, talent is defined as a short description for individuals with high skills (high skilled-individual), well-educated, growth-oriented, and experienced. Organisation for Economic Co-operation and Development (OECD) defines talent is individual with the criteria of workers at the masters/Ph.D level, international students, foreign entrepreneurs including startups and investors. (NSW Innovation and Productivity Council, 2022).

Talented individuals are strategic in their existence to support the high productivity and innovation of an organization/company. A recent study of McKinsey & Company of more than 600,000 researchers, entertainers, politicians, and athletes found that high performers are 400 percent more productive than average ones. Studies of businesses not only show similar results but also reveal that the gap rises with a job's complexity. In highly complex occupations—the information- and interaction-intensive work of managers, software developers, and the like—high performers are an astounding 800 percent more productive. (Keller and Meaney, 2017).

In an era where economies and businesses increasingly rely on knowledge-based innovation capacity, creativity and high-level skills, talent is the new oil and just like oil, demand far outstrips supply. (Heidrick and Struggles, 2007). As talented worker is like a scarce fuel, then, the issue of talent scarcity and how to fulfill it is an issue of talent management as well as an issue of competition to obtain and compete for the best talent. This condition is described as a war for talent.

The term "war for talent" was coined by McKinsey's Steven Hankin in 1997 and popularized by the book of that name in 2001. It refers to the increasingly fierce competition to attract and retain employees at a time when too few workers are available to replace the baby boomers now departing the workforce in advanced economies. (Keller and Meaney, 2017).

The Global War for Talent triggered by the demand to acquire the best talent to support innovation and more knowledge-based economic growth. (Reich, 1991). The global war for talent is also considered to represent a new phase in neoliberalism, where the liberalization of the global economy is not only related to capital and commodities, but also human resources who have high-level skills and expertise. (Tannock, 2009).

The rhetoric of the Global War for Talent as coined by McKinsey disseminates the view that those who want to win on the battlefield are those who realize the competitive advantage supported by the greatest talents they have. Thus, the global war for talent is also part of the competition for scarce economic resources (superior human resources) both at the corporate and state levels and its interaction at the international political-economy level. The Global War for Talent has given rise to a new global meritocracy related to literature on human resource management to discourses on the policies and strategies of countries in managing and reforming immigration, then also related to the expansion of higher education, education and linearity between skills and productivity to the relationship between 'learning' and 'earning' in the era of knowledge-driven economy.

1.3 A Decade of Global Talent Competitiveness Map

GTCI published by INSEAD, in collaboration with the Descartes Institute for the Future, and the Human Capital Leadership Institute, is a pioneer in conducting studies and mapping global competitiveness based on talent competitiveness. Every year, since 2013 INSEAD has been present to release the results of its mapping thematically. GTCI describes the dynamics of competition by measuring how countries and cities grow, attract and retain talent. The GTCI report presents a unique mapping to understand the global talent competitiveness picture and that can be used as an input in developing strategies to improve countries/companies' economies.

GTCI in 2023 marks 1 (one) decade of interesting mapping presentations beyond the world's difficult times due to Covid-19. As Bruno Lanvin said:

"For the past 10 years, GTCI has been at the forefront of benchmarking and analytical thinking in the areas of labour markets, work organisation and talent flows. It is now time to look at the future. Talent competition will be one of the pillars of

the next age of globalization. Our collective ability to make the world less unequal, and the planet more sustainable will depend heavily on our capacity to grow, attract and nurture the right talents.” (INSEAD, 2023)

GTCI 2023 presents a reflection on the 10-year period of global competitiveness dynamics and expectations for the next 10 years. Most notably, GTCI shows that over the past 10 years, the dynamics of the war for talent reflect a situation that confirms criticism and concern for neoliberalism, free markets and globalization. The 2013-2023 GTCI report shows the unequal talent landscape between developed economies compared to developing countries.

For the next ten years, the GTCI report predicts that the role of global talent will become increasingly important in the midst of an uncertain world situation as an important element of innovation competitiveness and international geopolitical soft-power for countries, companies and organizations. In fact, the war for talent will be increasingly fierce in a situation of world uncertainty that continues to strengthen in the fields of investment, trade, diplomacy, and politics. Meanwhile, the world of work will change even more because it is driven by the growing expectations of the younger generation, new economic models, and new technologies Such as AI.

In his presentation, INSEAD seems to want to emphasize the importance of the role of global talent management that can overcome inequality and ensure equality of prosperity in the midst of the dynamics of the world economy and the new world of work landscape influenced by the coming wave. In this case, the world of education and skills remains crucial to become a tool for the preparation of superior talent resources and manage them wisely for the common welfare, as showed in the 10 Years GTCI Reflection below :

Table 1. GTCI REFLECTION ON 10 YEARS OF GLOBAL TALENT COMPETITION

2013-2023 REFLECTION “Six Major Trends Have Emerged”	Key Messages for the Future “Time Capsule”
1. Talent inequalities between individual countries remain high	1. Talent competitiveness will be increasingly important as an important element of competitiveness, innovation, and geopolitical soft-power for countries, cities, and organizations.
2. Talent inequalities within countries are stubbornly persistent	2. Competition for talent will be even fiercer. As uncertainty and international tensions will continue to strengthen (in trade, investment, politics and diplomacy), there will be a growing war of talents.
3. COVID has profoundly altered the global talent landscape	3. The world of work will increasingly change, driven by the growing expectations of the younger generation, new economic models, and new technologies such as AI.
4. Cities and regions play increasingly important roles in talent initiatives	4. Cities and regions will pioneer new talent strategies and innovations. Quality of life
5. Growing uncertainties hamper brain circulation	
6. New generations are reshaping the world of work	

	and sustainability will be an important asset for those who want to become a talent hub. 5. A global policy focused on talent will be crucial to prevent tensions and harness the potential of people and technology for a better, more sustainable, and equitable world. 6. Skills and education will continue to be important tools for empowering workers to make meaningful contributions to their economies and societies.
--	--

1.4 GTCI Conceptual Framework : The Structure of GTCI Model

Since year of 2013, INSEAD-GTCI has developed methodologies and indicator pillars that provide an understanding of how to evaluate the competitiveness of global talent. A comprehensive and structured methodology ensures that the resulting rankings are an accurate representation of countries' ability to attract, develop, and retain talent.

In the context of the GTCI, talent competitiveness refers to the set of policies and practices that enable a country to develop, attract, and empower the human capital that contributes to productivity and prosperity. Decision-making in the area of talent development, attraction, and empowerment is remarkably complex and multi-layered, covering many different issues in the fields of economics, education, human resource management and organisational behaviour, entrepreneurship, innovation, and strategy, and requiring multi-disciplinary effort. This, hence, contains and shows its own complexities.

The GTCI has been designed to help address the challenge by providing a composite view of talent competitiveness that is applicable to a large number of countries (134 in year of 2023). Although several composite indices concerning skills, talent, and human capital have been developed in recent years, both private and public players in the field see the need for a neutral, global, and respected index that will enable them to: assess the effectiveness of talent-related policies and practices; identify priorities for action in relevant areas; and inform international and local debate in this arena

GTCI is, thus, very useful for the state and private sector to understand the phenomenon of dynamic global talent competition through a comprehensive composite approach, that is **the INPUT-OUTPUT model** (see figure 1). It combines an assessment of what countries do to produce and acquire talent (INPUT) and the kind of skills that are available to them as a result (OUTPUT).

The model consists of **six main pillars** grouped into two sub-indexes: **INPUT** and **OUTPUT** (see figure 1), namely:

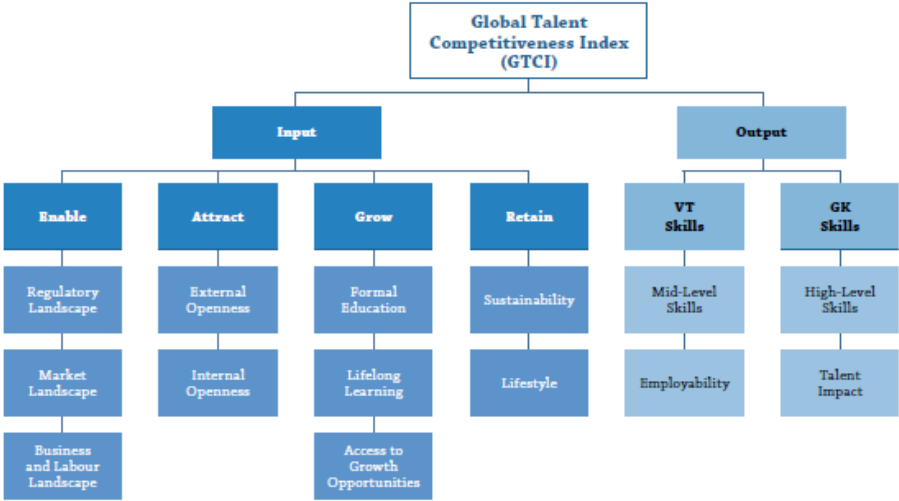
INPUT:

- 1. **Enable:** reflects the extent to which the regulatory and business environment including issues about competition, management practices, and the functioning of labour markets—create favourable climate for talent to develop and thrive.
- 2. **Attract:** The ability of the country to attract talent from abroad and within the country.
- 3. **Grow:** The ability of the country to develop talent through education and access to learning opportunities
- 4. **Retain:** The ability of the country to retain talent by guaranteeing a good quality of life.

OUTPUT:

- 1. **Vocational and Technical Skills:** Technical and vocational skills possessed by the workforce.

Global Knowledge Skills: Skills related to global knowledge and innovation.



Note: GK Skills – Global Knowledge Skills; VT Skills – Vocational and Technical Skills.

Fig. 1 Structure of GTCI Model

The GTCI relies on various data sources that incorporate both quantitative and qualitative data. It utilizes 69 metrics indicators, grouped into 14 sub-pillars that reflect key aspects influencing talent competitiveness, such as education, business environment, and quality of life.

Data is collected from reliable sources, including international organizations, educational institutions, and global surveys. Quantitative data is obtained from the World Bank and the International Monetary Fund, while qualitative data is derived from surveys to capture the perceptions of business leaders and professionals. Annually, GTCI surveys approximately 130 countries in a fairly comprehensive spectrum.

1.5 GTCI 2020-2023: Indonesian Nearest Strategic Environment in Global War for Talent

An analysis of the 2023 GTCI report (see Table 2) indicates that the global war for talent continues to be dominated by high-income developed countries, with a notable correlation between a country's GTCI score and its GDP per capita. European countries account for 17 of the top 25 positions. Switzerland remains in first place in 2023, followed by Singapore and the United States, a configuration that has remained consistent in the top three over the past decade. Other non-European countries in the top 25 include Australia, Canada, New Zealand, the United Arab Emirates, South Korea, and Israel. The most notable change in the top 25 in 2023 is the displacement of Japan's position by South Korea.

GTCI also showed, over the past decade, the Top 15 rankings occupy a relatively stable position and the top 12 best have formed their own ranking configuration. (INSEAD, 2023, p.18). Switzerland has always been the champion with the most talented and competitive talent in the world above Singapore which is also consistently ranked 2nd. In 2023, the United States moved up one place and returned to the top three, displacing Denmark who dropped to 4th place despite the very narrow score difference.

Before discussing how Indonesia's position is, firstly, it is interesting to elaborate the dynamics of the fight at the Asian (Southeast) level to provide a analytical background for Indonesia's position in the closest strategic environment. There are Singapore, Malaysia, Vietnam, Thailand, as well as South Korea and Japan. (see Table 2).

Table 2. GTCI TOP-25 and Ranking of Asian Countries

Rank	Country	Shoes	Rank	Country	Shoes
1	Switzerland	78,96	17	Austria	69,05
2	Singapore	77,11	18	New Zealand	67,26
3	USA	76,6	19	France	66,91
4	Denmark	76,54	20	Estonia	64,29
5	Netherland	74,76	21	Malta	62,66
6	Finland	74,35	22	United Arab Emirates	62,56
7	Norway	73,96	23	Czech Republic	62,43
8	Australia	73,93	24	South Korea	62,21
9	Sweden	73,86	25	Israel	62,20
10	United Kingdom	73,75	26	Japan	61,65

11	Luxem- bourg	72,88	40	China	52,57
12	Ireland	70,45	42	Malaysia	51,35
13	Canada	70,13	75	Vietnam	41,5
14	Germany	69,88	79	Thailand	40,77
15	Iceland	69,38	80	Indonesian	40,25
16	Belgium	69,12	103	India	30,37

Singapore remains the sole country in Southeast Asia to consistently rank at the top of global talent competitiveness over the last decade. At the mid-tier level, intense competition has emerged between South Korea and Japan, with China increasingly becoming a significant player in the region. Meanwhile, the United Arab Emirates stands out as the only representative of West Asia, maintaining its spot within the global top 25.

The competition between Japan and South Korea is also evident. South Korea’s achievements in the talent field mirrors its global dominance in industries such as IT, electronics, automotives, food, as well as the creative and tourism sectors. Samsung, for instance, was recently crowned the global leader in the gadget industry, surpassing Apple. (CNBC Indonesia, 2024). Moreover, the widespread influence of K-Pop and Korean dramas, both domestically and internationally, is undeniable. This success is closely linked to South Korea’s creative talent management and its robust talent acquisition ecosystem developed over the past few decades.

Consider Singapore, which, despite differences in scale – making a direct comparison with Indonesia perhaps not entirely equitable – has, from the outset, employed a Foucaultian governmentality strategy to shape its citizen’s mindset in alignment with the nation’s participation in the global war for talent. Singapore adopts a metapragmatic perspective on globalization, leveraging this approach to maximize the benefits of the global talent competition. Its economic, educational, scholarship, population, and immigration policies are all aligned with the overarching goal of winning the global talent war.(Pak Tee Ng, 2011).

Consider PM Goh Chok Tong's speech in 1997 :

Singaporeans have a good reputation. We are known as generally competent, disciplined, hardworking and trustworthy. When multinational companies start operations or expand in China, they often hire in Singapore. American companies target Singapore people studying at universities in America, not just MBA or postgraduate students, but even undergraduates. They want it for their projects in East Asia, specifically China. Some of our scholars in the U.S. are hired before they even graduate. More and more are breaking their bonds, because the offer by their new employer is so attractive that it is irresistible. It's a real problem. Many of the best of us are now contributing to the economies of other countries instead of returning to Singapore. They do this permanently, not temporarily... This is not a criticism but an acknowledgment of a new fact of life. This is an aspect of globalization and regionalization that we need to reflect on and address. (Pak Tee Ng, 2011, p.263).

The foucaultdian-governmentality strategy of Singapore, also reflected in Mr. Goh Chok Tong's expression to respond the brain drain phenomenon by saying :

..... gathering talent and making Singapore a cosmopolitan city. Singapore has prospered because we have attracted talent from all over the world, especially from the region. This is how the cities of London, New York, Hong Kong, and Shanghai (before the war) became successful. Silicon Valley, however, is unlikely to be as vibrant and dynamic as a vortex of new start-ups and exciting businesses, if only coming from the residents of Palo Alto, California, or even the whole of America. Silicon Valley thrives among scientists, engineers, computer programmers, and entrepreneurs from all over the world, and especially from Asia. (Pak Tee Ng, 2011, p.264).

Thus far, Singapore appears to concentrate primarily on immigration and higher education policies. It has effectively attracted global talent by offering favorable immigration scheme and incentives for highly skilled workers. The country also invests significantly in higher education, hosting some of the world's leading universities. Furthermore, Singapore fosters collaboration between the public and private sectors to cultivate an environment conducive to innovation and talent development.

1.6 Introduction Indonesian Position in Global Talent Competitiveness and the Rhetoric of the Demographic Bonus

The GTCI mapping from 2020 to 2023 reveal a fluctuating performance for Indonesia. In 2020, Indonesia ranked 65th, dropped to 80th in 2021, declined further to 82nd in 2022, but saw a slight improvement in 2023, returning to 80th. Indonesia's position remains lower compared to other ASEAN countries, consistently showing weak scores across all pillars, particularly in attracting and retaining talent (INPUT) and in the global knowledge skills pillar (OUTPUT) (see Table 3). In comparison, countries such as South Korea, Malaysia, and China outperformed Indonesia, achieving higher scores, especially in the "Enable" and "Grow" pillars.

Table 3. Ranking and Pillars of Competitiveness of Indonesia Talents GTCI 2023

Year	2020	2021	2022	2023
Global Rank	65	80	82	80
Enable	50,92	53,45	46,08	47,99
Attract	46,39	45,16	38,33	38,78
Grow	44,03	34,05	32,98	39,41
Retain	43,04	45,39	45,41	49,98
Vocational and Technical Skills	47,01	47,41	48,51	48,74
Global Knowledge Skills	19,47	27,05	10,7	16,62

While Indonesia has demonstrated strong performance in several education and skills development indicators, significant weaknesses remain in the "attract and retain"

pillar. It is therefore unsurprising that China and South Korea have emerged as leading global economic powers, as both countries have effectively managed their talent and capitalized on their demographic bonus from previous decades.

The dynamics of Indonesia’s talent competitiveness are more clearly illustrated in Table 4 below. The global knowledge skills pillar represents Indonesia’s lowest score, despite its crucial role in fostering innovation within a knowledge-based economy. Consequently, this shortfall in the global knowledge skills pillar contributes to Indonesia’s overall low innovation competitiveness.

Table 4. Indonesia Talents Competitiveness in 2020-2023



Let us examine by relating to the macro index of innovation as outlined in the Global Innovation Index (GII). In 2023, Indonesia is positioned 61st out of 132 countries assessed by the GII. Furthermore, the country ranks lowest in several key pillars: human capital and research (85th), business sophistication (77th), and institution (70th). Within the context of middle-income economies, Indonesia holds the 5th position among 37 countries. (GII, 2023).

A comparison of the GTCI talent competitiveness index and the GII global innovation index (see Table 5) suggests that the level of Indonesia’s talent competitiveness is closely aligned its macro-level innovation competitiveness. Both Indonesia’s micro and macro competitiveness rankings remain consistently low.

Table 4. Indonesia Between GTCI and GII in 2020-2023

Year	2020	2021	2022	2023
Global Rank of GTCI	65	80	82	80
Global Rank of GII	85	87	75	61
PISA OECD Assessment			68	

It would also be very interesting if Indonesia's actual global index situation in terms of competition for talent and innovation is compared with the actual quality of education based on a global education (student competences) assesment presented by Program for International Student Assessment (PISA). The interplay between talent competitiveness and innovation in Indonesia becomes particularly noteworthy when juxtaposed with the result of the 2022 PISA scores released on December 5, 2023. Student of Indonesia ranked 68th out of 81 countries, with scores of 379 in mathematics, 398 in science, and 371 in reading. The performance of Indonesian students aged 15 (junior high school) remains to fall below the OECD average, reflecting a situation comparable to Indonesia's initial global assessment results in 2001.

It is essential to further explore the potential correlations between Indonesia's rankings in various global competitiveness assessments. However, one can infer that Indonesia's innovation competitiveness is likely impacted by its talent competitiveness, which is closely related to the quality of education. This quality is crucial for identifying, developing, and preparing a skilled workforce.

This kind of relationship can be exemplified by Singapore, which demonstrates a markedly superior competitiveness index in the global talent war. Notably, Singapore ranks highest in the PISA-OECD assessment and 7th in the Global Innovation Index (GII).

Strong relationships between educational outcomes and economic capability are certainly plausible, although according to Fareed Zakaria (Zakaria,2015), good test scores are not enough to create the next Google. The relationship between educational test scores and economic ability is actually a major controversy and a fierce debate in education reform. Many Nobel laureates coming from the USA, but the results of the American PISA test are not as high as Singapore's. There is a unique thing related to the expression: *"we both have meritocracy, yours is a talent meritocracy, ours is an exam meritocracy"*

The configuration of the dynamics of Indonesia's global talent competitiveness and its comparison with other macro competitiveness index, then, has a strategic meaning for Indonesia. Indonesia has opportunities to be a winner in the battle for global talent and to lead this country to win Gold in 2045.

Indonesia inherently possesses the potential for a comparative advantage due to its demographic bonus. The discourse surrounding the demographic bonus is often framed within the collective awareness of Indonesia as a nation endowed with a substantial productive population. The issue of demographic bonuses develops rhetorically based on the collective awareness of Indonesia is scarce country which has an abundance of productive population. Indonesia is faced with the peak of the demographic transition

in term of productive age population dominates the age structure of the population. In fact, Indonesia has experienced a demographic bonus since 2015 and the peak period is expected to occur in the year 2020-2035 periode. (BPS, 2023). Meanwhile, in year of 2023, Indonesia has 271 million peoples dominated by a population aged 15-64 years with a percentage of 70.54 percent or around 189.7 million people. The dependency ratio also decreases as the productive age population increases. In the mids of this big opportunities, Indonesia finds 53,2 million of them are in the school golden age period (Dapodik, 2024).

This comparative advantage is further amplified by the fact that developed countries, which hold the highest rankings across various global competitiveness indicators, are currently facing the threat of a demographic crisis. This situation is particularly evident in nations such as Singapore, Japan, South Korea, Canada, and several European countries. (CNBC Indonesia, 2024, 21 March).

The most plausible hypothetis posits that the rhetoric surrounding the demographic bonus and the Vision of Golden Indonesia 2045 will remain unfulfilled if Indonesia fails to improve its position in the global talent competition arena, especially in the global knowledge skills pillar which is actually still weakest.

In a general sense, it is a big question about transformation as a key to achieve Indonesia 2045 vision. It is a big question of seizing the opportunity to transform its comparative advantages, particularly the demographic bonus, into competitive advantages within its productive age demographic. Furthermore, this also has very serious implications. Indonesia is also at risk of failing into the middle-income trap. A comparative analysis reveals that Indonesia has yet to fulfill the necessary and sufficient conditions to transition to a high-income status, akin to countries such as China, Malaysia, South Korea, Thailand, and Brazil when they first entered the Upper Middle Income category. (Dartanto, 2023).

Thus, the transformation is critical. Adequate education and capable management are essential for Indonesia to identify and develop great and competitive talents.

Actually, on the other side, Indonesia has a concept of Indonesia's demographic bonus which is central to the Golden Indonesia 2045 Vision. It focuses on strategically leveraging its abundant human resources. Indonesia has also actually articulated a management strategy for its demographic bonus within the national talent management design framework, as outlined in the last National Medium-Term Development Plan (RPJMN) for 2020-2024.

The discourse surrounding demographic bonuses and imperative for effective management is even articulated in newly established regulations, Keputusan Presiden Number 108/2024, regarding the grand design of national talent management. This policy is based on the consideration that, in order to prepare talented, superior and globally recognized human resources, comprehensive, integrated and sustainable management and development of national talent is needed towards a Golden Indonesia 2045 through the breakthrough National Talent Management (MTN) policy. This document outlines policies and strategies for National Talent Management, which include: mapping talent needs and supplies based on areas of expertise and professions; managing a database of talent supply and demand; enhancing skills, capacity, and performance alongside career

development and talent achievements; creating a conducive environment to attract talent acquisition and foster the potential, interests, skills, and achievement of individuals; and establishing the Indonesia Talent Management Institute.

1.7 Conclusion: If you want to succeed, be prepare for the war for talent and its retention

Based on the above observation and analyses presented, Indonesia's current position in the war for talent carries significant strategic meanings and implications :

1. Despite the potential advantages of a demographic bonus, Indonesia's talent competitiveness remains relatively low. The country is at a critical transition point, entering a pivotal window of opportunity to leverage its demographic dividend to escape the middle-income trap.
2. Effectively managing the demographic bonus through great talent management is crucial for Indonesia to sustain its opportunity and aspiration of becoming one of the largest economies in the world.
3. Talent management should focus on cultivating the great talent to enhance competitiveness, particularly within the Global Knowledge Skills pillar. This entails implementing strategic policies that emphasize quality education and training (input) while also developing an effective talent acquisition ecosystem (output).
4. Indonesia can adopt and adapt the foucaultdian 'governmentality' strategy that Singapore has employed for decades, aligning with the rhetoric: "If you want to succeed, be prepared for the war for talent and its retention"

References

1. Brown, Philip & Stuart Tannock: Education, meritocracy and the global war for talent. *Journal of Education Policy*, Vol 24.No 4 (2009)
2. Fareed Zakaria.: In Defense of a Liberal Education. WW Norton&Company, New York, (2015)
3. Florida, R.: The flight of the creative class. Harper Business, New York (2005)
4. Friedman, T.: The world is flat. Allen Lane, London (2005)
5. Francoys Gagne.: Transforming gifts into talents: the DMGT as a developmental theory. *High Ability Studies*, Vol. 15, No. 2 (2004)
6. Heidrick & Struggles.: Mapping global talent. IL: Heidrick and Struggles, Chicago (2007)
7. Keohane, Robert O.: From Interdependence and Institutions to Globalization and Governance. Di dalam Kauppi&Viotti 2010 International Relation Theory (4TH Ed.), Pearson New York (2002)
8. NSW Innovation and Productivity Council.: Global Talent Wars: Learning From Locations That Attract The Best. Council Research Paper, New South Wales. Sydney (2022)
9. Pak Tee Ng.: Singapore's response to the global war for talent: Politics and education. *International Journal of Educational Development*.262-268 (2011)
10. Reich, Robert B.: The Work of Nation.New York, New York:Knopf (1991)
11. Suleyman, Mustafa and Micheal Bhaskar.: The Coming Wave. The Bodley Head, Great Britain (2023)
12. Scott Keller &Mary Meaney.: Attracting and retaining the right talent. McKinsey& Company (2017)
13. Teguh Dartanto & Canyon Keanu Can.: Navigating Indonesia's Path Towards 2045. In the LPEM-FEB-UI White Paper. 2023. From LPEM for Indonesia: Economic and Community Agenda. Jakarta: LPEM-FEB-UI (2023)
14. NSW Innovation and Productivity Council.: Global Talent Wars. Council Research Paper, New South Wales (2022)
15. American Educational Research Association.: Standards for educational and psychological testing. American Psychological Association (1985)
16. Institut Européen d'Administration des Affaires.: Global Talent Competitiveness Index Celebrates a Decade of Pioneering Talent Insights. Fontainebleu, France (2023)
17. Institut Européen d'Administration des Affaires.: The Global Talent Competitiveness Index 2023. Fontainebleu, France (2023)
18. RPJMN 2020-2024 in the Grand Design Study of Talent Development and Student Achievement, National Achievement Center, 2020.
19. Global Innovation Index. <https://www.wipo.int/edocs/pubdocs/en/wipo-pub-2000-2023/id.pdf>
20. Programme for International Student Assessment (PISA). Results: Reflection on the Quality of National Education 2023 in <https://mediaindonesia.com/opini/638003/hasil-pisa-2022> <http://www.oecd.org/pisa> (2023)
21. Badan Pusat Statistik.: Bonus Demografi dan Visi Indonesia Emas 2045 (2023)
22. Data Pokok Pendidikan, Kemdikbudristek.<https://dapo.kemdikbud.go.id/pd> (2024)
23. Britannica. (nd). Talent. In Britannica.com, from <https://www.britannica.com/dictionary/talent>, Cited October 19, 2024,
24. CNBC Indonesia.(2024, 21 March). Symptoms of a Sex Recession in Developed Countries.
25. <https://www.cnbcindonesia.com/news/20240321140247>
26. CNBC Indonesia.(2024, 16 April).Raja HP Dunia Terbaru 2024, Apple-Oppo-Xiaomi Minggir <https://www.cnbcindonesia.com/tech/>.

27. Bincang The Economist dengan Mustafa Suleyman dan Yuval Noah Harari. What does the AI revolution mean for our future?. <https://www.youtube.com/watch?v=7JkPWHr7sTY>,

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

