



# Public Sector Talent Management Model: SLR And Future Research

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**Abstract.** This study explores talent management (TM) in government organizations, addressing the critical need to recruit, develop, and retain skilled public sector employees. The research aims to construct a TM model that aligns with public sector values and addresses unique sector-specific challenges. Utilizing a systematic literature review guided by the PRISMA framework, the study analyzes key TM indicators from relevant academic sources, including talent attraction, identification, development, retention, and placement. Findings emphasize the importance of strategic and inclusive TM practices, supported by frameworks RBV and SET, which are essential for managing talent in governmental settings. The proposed model offers a comprehensive approach to TM, prioritizing stability, professional growth, and employee engagement within the public sector. This model addresses current and anticipated human capital needs, helping government organizations optimize talent resources while fostering a supportive work environment. This study enhances existing knowledge by contributing a tailored TM framework for public sector applications. It provides a foundation for further empirical validation and refinement of TM strategies in government organizations.

**Keywords:** Talent Management, Human Resource Management, Government Organization, Systematic Literature Review, Strategic Practices

## 1 Introduction

Recently, talent management has emerged as a strategic priority in multiple sectors, including government organizations, aiming to improve organizational effectiveness and service quality. Effective talent management in public institutions can lead to better retention, employee engagement, and optimal performance, crucial factors in delivering public services in a competitive environment [1]. With growing pressures to operate efficiently and uphold high service standards, public sector organizations are adapting talent management practices, once centered on private-sector profitability, to address their distinct needs and challenges[2]. Consequently, there is a growing need to adapt talent management approaches, initially developed for profit-oriented enterprises, to the needs and constraints of government institutions.

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A substantial body of research has established that well-designed talent management practices, such as those emphasizing workforce retention, career development, and effective performance management, are integral to maintaining a competitive edge [3], [4]. However, existing literature shows a gap in standardized definitions and a comprehensive public sector talent management framework, complicating efforts to achieve consistent outcomes across various government organizations [5]. Researchers argue that without a standardized approach, public sector institutions may fail to attract and retain the talent required to meet service demands and fulfill their organizational goals [6].

Current literature offers general government talent management solutions, like inclusive identification frameworks and competitive rewards. Still, these often need adjustments to fit public sector limitations, such as resource constraints [7]. Scholars propose integrating TM with strategic renewal and bi-level approaches for inclusivity [3], [8]. Despite advancements, a gap exists regarding standardized TM efficacy indicators in the public sector. Many studies lack frameworks for evaluating TM practices, leading to inconsistent applications and limited practical utility [9]. The literature underscores an urgent demand for research to define specific talent management metrics tailored to the requirements of the public sector.

The research addresses these shortcomings by developing a standardized talent management model for government organizations. This research introduces a novel framework for conceptualizing public sector talent management, offering specific metrics and strategies tailored to governmental needs. The findings are anticipated to contribute to talent management literature and be a practical guide for public sector entities aiming to strengthen talent management approaches and service delivery capabilities.

## **2 Methods**

### **2.1 Research Design**

The research adopts a systematic literature review (SLR) as its primary research methodology to collect, assess, and synthesize relevant insights on talent management (TM) in government organizations. Applying the PRISMA framework (Guidelines for Systematic Reviews and Meta-Analyses), this approach provides a structured method widely used in management research, enabling comprehensive evaluation and minimizing potential bias [10].

### **2.2 Data Collection**

The data were sourced exclusively from Emerald databases, focusing on studies published between January 2014 and January 2024. Keywords used in the search included "talent management," "talent development," "talent retention," "indicator," and "theory," ensuring coverage of TM concepts pertinent to government organizations. This keyword yielded 325 initial articles, screened to remove duplicates and irrelevant sources, resulting in 55 articles meeting the inclusion criteria.

### 3 Results and Discussion

#### 3.1 Talent Management Indicators in Government Organizations

The systematic literature reviews identified key indicators central to government organization's talent management (TM). Each plays a significant role in building and sustaining a skilled public sector workforce. The indicators discussed here, talent attraction and acquisition, talent identification, development, retention, and placement, form foundational elements for effective TM practices to achieve organizational goals and maintain a competitive human resource base in public sector institutions.

**Talent Attraction and Acquisition.** Public organizations face challenges in attracting skilled talent due to limited financial flexibility and competition with the private sector. Government recruitment focuses on non-monetary incentives like stability, public service impact, and personal development to attract individuals motivated by societal contribution [11].

**Talent Identification.** This step identifies individuals with high potential, using competency frameworks to select employees for future leadership or specialized roles. The public sector emphasizes inclusive practices to ensure fair opportunity, aligning with organizational values of equality [3], [7].

**Talent Development.** Development involves targeted training in skills essential to public service, such as digital literacy and management abilities. Structured training frameworks foster employee adaptability and growth to meet evolving organizational needs [12].

**Talent Retention.** Retaining high-quality talent is another critical indicator of successful TM, especially in the public sector, where competition with the private sector is a persistent challenge. Studies suggest that retention in government organizations is best achieved through career advancement opportunities, job stability, and organizational support structures that prioritize employee well-being [13]. Supportive workplace practices, including flexible work arrangements and regular feedback, can increase retention rates by fostering a positive and inclusive work environment [14].

**Talent Placement.** Strategic placement aligns employee's skills with organizational needs, ensuring talent is optimally utilized. Succession planning ensures continuity in crucial roles, supporting stability in public institutions [8].

#### 3.2 Theoretical Frameworks in Talent Management

The reviewed literature identifies several theoretical frameworks underpinning TM practices in government organizations, with Resource-Based View (RBV) theory, Social Exchange Theory (SET), and Human Resource Management (HRM) theories being the most referenced [3]. RBV theory emphasizes the strategic value of human resources as a core asset for achieving organizational objectives. At the same time, SET highlights the reciprocal relationship between employees and the organization, where mutual trust and investment foster engagement and loyalty [12]. HRM theory further reinforces the need to manage human resources strategically, positioning TM as a critical organizational function. These theoretical frameworks support the development of TM practices

that align with organizational goals and foster a positive work environment that encourages employee commitment.

### 3.3 Proposed Talent Management Model for Government Organizations

Based on the identified indicators and challenges, the proposed talent management (TM) model for government organizations, depicted in the diagram, addresses the unique needs of public sector entities by integrating various TM components: talent attraction and acquisition, identification, development, placement, retention, and continuous monitoring and evaluation (see Fig. 1). This model is tailored to government organization’s structural and strategic nuances, aiming to foster a workforce that aligns with national priorities, organizational objectives, and sector-specific competencies.

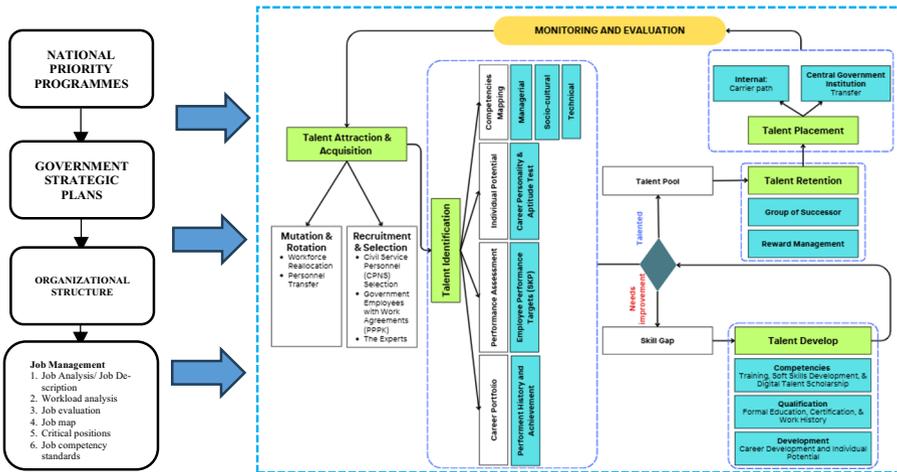


Fig. 1. Talent Management Model

Source: Author’s work

**Talent Attraction and Acquisition.** The model begins with talent attraction and acquisition, aligning recruitment strategies with national priorities and strategic government objectives. Public sector recruitment faces challenges due to limited financial incentives compared to the private sector, making it essential to attract candidates driven by public service motivation [11], [12]. This model proposes to utilize intrinsic motivators, such as job stability, potential career growth, and opportunities to contribute to society to attract individuals committed to public service. Additionally, including structured job management elements such as job analysis, job evaluations, and competency standards ensures a systematic approach to filling government roles with qualified candidates who meet organizational standards [4].

**Talent Identification.** Following the acquisition, Talent identification employs a competency-based framework, aligning with strategic goals through performance appraisals

and potential assessments. This inclusive approach promotes equal opportunities and supports diverse talent pools in the public sector [3], [7], [8].

**Talent Development.** Talent development emphasizes continuous training to close competency gaps, focusing on digital literacy, policy expertise, and leadership. Structured pathways like career plans and mentorship, supported by feedback, ensure alignment with government priorities and enhance adaptability [10], [12], [13].

**Talent Placement.** Effective placement involves assigning employees based on skills, experience, and career goals. Internal and external placement ensures optimal role alignment, supporting career progression and succession planning. This balanced approach enhances operational effectiveness and employee satisfaction, with succession planning essential for stable leadership in government functions [11], [14].

**Talent Retention.** Retention relies on a comprehensive rewards system, emphasizing non-monetary incentives like recognition, flexible work conditions, and career development. These elements create a supportive environment, enhancing long-term employee commitment and reducing turnover, especially for roles aligned with public service values [7], [9].

**Monitoring and Evaluation.** A robust monitoring and evaluation framework ensures continuous alignment of TM practices with organizational goals. Regular assessments enable adjustments to recruitment, development, retention, and placement strategies, fostering a dynamic TM approach that promotes accountability, transparency, and continuous improvement in the public sector [3], [10].

This TM model offers a structured, adaptable approach that government organizations can use to manage talent systematically, ultimately enhancing their capacity to recruit, develop, and retain skilled public sector employees. The model supports immediate TM needs and provides a sustainable approach to meeting future challenges in managing talent within the public sector.

## 4 Conclusion

This study provides a structured talent management (TM) model tailored for government organizations, addressing critical areas of talent attraction, identification, development, retention, and placement. Findings highlight the importance of inclusive TM practices that align with public sector values, supported by theories RBV and SET. The proposed model offers practical insights for enhancing talent strategies in public settings, focusing on long-term organizational goals. This research contributes to the TM knowledge base by providing a sector-specific framework, with future studies encouraged to validate and refine this model in various governmental contexts.

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