

## **Implementation of Talent Management in the Healthcare Sector (Hospital)**

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### **ABSTRACT**

This research discusses the application of talent management strategies in the health sector, especially hospitals, in order to improve organizational performance and service quality. Using a qualitative approach through a literature review, this research examines various national and international sources. The results showed that talent management plays an important role in improving employee engagement, clinical competence, and service efficiency. Key components of this strategy include competency-based recruitment, structured career development, and strategic retention mechanisms. However, challenges remain, such as unobjective selection systems and a lack of incentives for top talent. This research recommends the implementation of data-driven systems, standard operating procedures, and the cultivation of a fair and merit-based work culture. Overall, integrated talent management can support the sustainable development of Human Resources and strengthen the hospital's competitiveness in the face of global challenges and technological advancements.

**Keywords:** Talent Management; Health Sector; Human Resources; Organizational Performance; Hospital Services



*Received: 25 May 2025*

*Accepted: 25 August 2025*

*Available online: 30 August 2025*

DOI: 10.61242/ijabo.25.491

JEL Classifications: J24, I10, I11



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## INTRODUCTION

Human resource management has become a crucial element in dealing with the dynamics of global competition today. In the context of global human resource management, one important indicator is the Human Development Index (HDI) released annually by the United Nations Development Program (UNDP). In Indonesia, the Central Bureau of Statistics (BPS) noted that the HDI in 2024 reached 75.02, an increase of 0.63 points or 0.85 percent compared to the previous year which amounted to 74.39 (Badan Pusat statistika, 2024). Despite the increase, Indonesia ranks 112th in the world, 18th in Asia. This shows that the quality of human development in Indonesia is in a high category compared to the previous year, but still needs strengthening to be more competitive globally (Susilawati et al., 2024). This information becomes an important strategic foundation in designing human resource development policies at the organizational level. In general, there is increasing pressure on organizations to adopt more inclusive and integrated strategies, especially in terms of managing and developing human resources oriented towards long-term competitiveness.

Talent management strategies are now one of the main approaches applied by modern organizations in responding to increasingly complex global challenges. In the health sector, effective talent management plays a crucial role in ensuring the availability of professional and qualified health workers, so as to provide optimal health services for the community (Hartati, 2020).

Overall, talent management has an important role in increasing employee *engagement*. This high level of engagement can ultimately contribute to improving the performance of human resources in the organization (Robbins & Judge, 2011) in (Febrianto, Giyanto, Rajab, & Jakarta, 2025). One of them, the Ministry of Health, has set talent management and career development as a top priority in an effort to improve the quality of human resources. Through a systematic development program, the ministry encourages increasing the competence of the State Civil Apparatus (ASN), clarifying career paths, and integrating the use of digital technology to strengthen health services. This step aims to produce health workers who are professional, skilled, and able to adapt to technological advances in the digital era (Hartati, 2020).

Hospitals are required to be able to adjust quickly to the various changes that occur, in order to respond and meet the expectations and needs of the community in a timely manner (Ambari, Sunarsih, & Minarti, 2023). In the context of hospitals, the performance of health workers is reflected in the implementation of their duties and responsibilities in providing optimal medical services. To realize a superior hospital, special attention is needed to various supporting factors, including talent management.

The quality of health services is strongly influenced by the performance of the organization providing the services. Therefore, regular performance evaluation is important to assess the level of success and impact of the services provided. Efforts to improve the quality of services by hospitals, as part of health organizations, need to be carried out on an ongoing basis. In Indonesia, several approaches are used to measure the performance of public services, including in the health sector, including the Community Satisfaction Index (IKM), the Servqual method that assesses service quality, and the latest method, the Citizen Report Card (CRC) (Rismanaadji & Elmi, 2023).

Numerous studies in the international literature demonstrate the positive impact of Talent Management (TM) on performance in the healthcare sector. A recent review of the application of TM in the nursing profession revealed that this strategy contributes to the improvement of nurses' clinical skills, job satisfaction of healthcare workers, competence of specialist medical personnel, as well as therapeutic efficiency and

organizational performance in delivering services to patients (Mitosis, Lamnisis, & Talias, 2021).

Healthcare providers can be categorized as one of the types of organizations with the highest level of complexity. This organization involves various experts, such as doctors, nurses, administrators, paramedics, pharmacists, and assistants, who collaboratively work together in providing direct health services (Mitosis *et al.*, 2021).

The healthcare sector is currently facing a variety of modern challenges, such as globalization and internationalization of healthcare services, budget constraints, shortage of qualified professionals, increasing elderly population, and technological advancements. At the global level, there is massive mobility of high-performing health workers between countries, driven by the international recruitment industry. These conditions emphasize the importance of implementing talent management strategies and integrated talent management systems by healthcare providers to effectively address the challenges facing the sector (Hartati, 2020). A holistic approach in this context refers to understanding the various factors that influence the implementation of talent management and the positive benefits it brings to the healthcare sector, especially hospitals. Future research is directed to include employee engagement from all levels as well as strengthening organizational culture.

## **LITERATURE REVIEW**

### **Definition of Talent Management**

Talent management is a strategic approach to human resource management that aims to attract, develop and retain individuals with high potential to achieve organizational goals. In the context of the healthcare sector, talent management is crucial given the need for competent and highly skilled professionals. According to Rampersad (2006), talent management is the process of effectively managing talent in the organization through succession planning and development, as well as the realization of maximum employee self-development (Rampersad, 2006).

Talent management is now an important element in the development of human resource management science. In the book (Haudi, Marsudi, Ariyanto, & Siagian, 2021) explains that this concept is understood as an HR management process that aims to meet organizational needs in preparing future leaders, while ensuring that companies have individuals with unique competencies and high strategic value. Talent management plays a major role in shaping human resources who have strategic capabilities in every line of work. This process starts from the early stages, namely recruitment and talent search, selecting potential candidates, to determining the specific competencies needed. The goal is to support career success, job achievement, remuneration system, and HR performance assessment in line with the organization's future leadership needs.

### **Factors Affecting the Success of Talent Management**

The success of talent management is influenced by various factors, including effective leadership, a supportive organizational culture, and a clear career development system. According to a study by Mitosis *et al.* (2021), a strategic talent management approach can improve the productivity of healthcare workers and the organization's com Managing Talent (Sariyildiz, 2021). In addition, technology adoption and innovation in talent management are also important factors. Healthcare organizations need to develop a flexible, responsive, and human-centered talent management ecosystem to face challenges in the digital era.

Haudi *et al.* (2021) explained that effective talent management includes five main components, namely, Workforce Planning: Strategically determining future HR needs, Talent Selection and Identification: Through objective competency-based criteria. Talentevelopment: Involves training, coaching, and career acceleration, Key Assignment: Assigning talents to key positions to accelerate organizational growth. Talent Evaluation and Retention: Using a performance-based monitoring and reward system. Haudi *et al.* also highlighted that without the support of top leadership, the use of data-based systems, and a meritocratic organizational culture, the implementation of Talent Management risks not being optimal. Lack of coordination between units and unclear talent assessment criteria can lead to failure in achieving HR development goals.

According to Tarique and Schuler (2009) in the book (Haudi *et al.*, 2021), talent management is a process that is complex, dynamic, highly competitive, and tends to be unstable, especially for companies that operate globally or on a multinational scale. In this context, talent management is interpreted as an effort to anticipate and meet the needs of the workforce in supporting the organization's strategic positions. The long-term goal of talent management is to ensure that the right individuals are available for the right positions at the right time. Key components of talent management include: Labor requirement planning, Succession planning, Employee capability development, and Career path management.

### **Application of Talent Management in the Hospital Sector**

The implementation of talent management in the healthcare sector faces its own challenges, such as the high level of demand for health workers, limited resources, and the need for high-quality services. The study by Talias *et al.* (2021) shows that effective talent management practices can improve organizational performance and job satisfaction of health workers.

In Indonesia, the implementation of talent management in the Ministry of Health has become an important strategy in facing increasingly complex global challenges. This includes effective talent management to ensure the availability of competent and professional health workers (Lanasa, Nurfakhira, and Kusumadewi, 2024).

### **Application of Talent Management in Improving Hospital Service Quality**

Talent management is a strategic approach to human resource management that focuses on identifying, developing, and optimally utilizing employee potential. In the context of hospitals, the application of talent management has proven effective in improving service quality through the following mechanisms:

#### **1. Right HR Placement**

Hospitals that apply the principle of "the right man, the right place, and the right time" ensure that each employee occupies a position that is in accordance with their competence and expertise. This increases work efficiency and minimizes errors, thus having a direct impact on the quality of service received by patients (Pahrudin and Jalaludin, 2022).

#### **2. Competency and Skills Development**

Through continuous training and development programs, hospital employees have the opportunity to improve their proficiency and skills. The implementation of acceleration development, as practiced in Abdul Radjak Purwakarta Hospital, allows employees to continuously adapt to technological developments and modern healthcare needs (Pahrudin and Jalaludin, 2022) and (Arini *et al.*, 2024).

3. Increased Employee Engagement and Motivation

Good talent management encourages employee engagement through recognition of achievements, clear career paths, and personal development opportunities. High engagement is proven to improve individual and team performance, which in turn contributes to improving the quality of hospital services (Pahrudin and Jalaludin, 2022) and (Arini *et al.*, 2024).

4. Collaborative and Innovative Culture

Talent management strategies encourage the creation of a collaborative and innovative work culture. Hospitals that adopt best practices in HR management, such as cross functional skills development and the use of the latest technology, are able to respond to change more quickly and provide better services to patients (Arini *et al.*, 2024).

5. Retention and Management of Top Talent

With a structured talent management system in place, hospitals can retain high performing employees and minimize turnover rates. Retention of top talent is essential to maintain continuity and stability of healthcare quality (Pahrudin and Jalaludin, 2022) and (Arini *et al.*, 2024).

6. Impact on Patient Satisfaction and Loyalty

Improving the quality of human resources through talent management has an impact on patient satisfaction. Professional, responsive, and friendly services increase patient trust and loyalty to the hospital (Ab, Setiawati, and Yuswardi, 2023) and (Pahrudin and Jalaludin, 2022).

Overall, the implementation of talent management in hospitals not only improves service quality directly, but also creates an adaptive, innovative, and sustainable development-oriented work environment. This step is key in facing the challenges of globalization, technological advances, and the increasing demands of the public for quality health services.

### **Benefits of Talent Management**

Talent management in a company not only provides benefits for employees, but also plays a major role in driving the progress of the organization as a whole. Therefore, understanding the importance of talent management from both the company and individual sides is very crucial, especially for anyone who wants to achieve a better position in the world of work (Haudi *et al.*, 2021).

1. Benefits for the Agency:

- a. Help improve the labor recruitment and selection system.
- b. Encourage increased employee commitment to achieve optimal performance.
- c. Increase job satisfaction among employees.
- d. Build employees' emotional attachment to the company.
- e. Reduce costs due to high employee turnover.
- f. Enables risk analysis, including identifying potential employees who will leave the company.

2. Employee Benefits:

- a. Provide a more structured and clearer career path.
- b. Provide opportunities for career development.
- c. Increase capacity and competence through self-development.
- d. Fosters motivation and strengthens commitment to work.

In implementing talent management, companies can utilize HR software to analyze employee data, record important information, and conduct performance evaluations. The use of HR technology certainly makes it easier to manage human resources more effectively. One of the most trusted software in Indonesia that supports this process is Talenta application, which is designed to help companies run a comprehensive talent management. You can try its features by applying for a demo of Talenta application (Haudi *et al.*, 2021).

According to McDonnell *et al.* (2017) and Meyers & Woerkom (2014), both naturally possessed talents and those acquired through training still require an approach that focuses on self-development and provides broader experiences for individuals to support the growth of their competencies (Putranto, Dawud, Pradesa, Harijanto, & Dharmanegara, 2022).



Figure 1. Talent Philosophy based on Meyers and Van Woerkom (2014)  
 Source: Putranto *et al.*, 2022

According to (Meyers *et al.*, 2019) in (Putranto *et al.*, 2022), individuals who interpret talent as a collection of knowledge, skills, and capabilities tend to have the view that talent can be developed, compared to those who see talent as a personality trait, cognitive ability, or internal drive.

## RESEARCH METHOD

This research applies a research method with a qualitative approach. Based on the review of relevant literature, the qualitative method chosen in this research is library research. This research focuses on collecting and analyzing data from various library sources such as books, scientific journals, encyclopedias, magazines, newspapers, and other documents that contain information related to the research topic. This approach is used to explore and understand various theoretical information that can support solving research problems.

This literature review is organized using a thematic approach, which categorizes information based on the main topic or issue, rather than by time sequence. In the process, various theories, principles, laws, and concepts were analyzed. The data collected are



previous references, mainly scientific journals, that contain concepts about talent, talent management, as well as important issues related to the topic.

## RESEARCH RESULTS

The results of a literature study on talent management in various public sectors, including the health sector, show that the implementation of this strategy has a significant contribution to improving organizational performance, especially in ensuring the availability of competent, adaptive, and quality public service-oriented human resources. Research by Lanasa *et al.* (2024) shows that the Indonesian Ministry of Health has placed talent management as a strategic priority, reflected in the increase in Merit System scores that exceeded the target. This effort is realized through competency-based recruitment, the use of digital technology, and a structured health ASN career development program. However, challenges are still found in terms of optimizing implementation in the field, including the need for monitoring and strengthening the culture of meritocracy (Lanasa, Nurfakhira, & Kusumadewi, 2024).

The study at RS Pertamina Cirebon identified the implementation of talent management, which includes the stages of attracting, selecting, placing, developing, and retaining talent. Despite the implementation, the main challenges faced were the lack of an objective system and the absence of special compensation for top talents. Therefore, recommended improvement strategies include innovation in recruitment, creating SOPs, and providing retention incentives (Ardias, Meiyanto, & Bismantara, 2023).

Similarly, a literature study conducted by Ambari *et al.* (2023) emphasized the importance of a service quality management system in hospitals supported by professional human resources. This is in line with the findings that improving service quality requires HR governance that integrates service standards, hospital information systems (SIM-RS), and a comprehensive competency improvement strategy (Ambari *et al.*, 2023).

A systematic review by Talias *et al.* (2021) shows that talent management contributes to improved clinical skills, job satisfaction and organizational efficiency in the healthcare sector. However, the global literature also highlights the shortage of high-performing talent as well as the high mobility of professionals across countries that trigger global competition for top talent. Therefore, it is important for healthcare organizations to adopt an integrated and data-driven TM system in response to these challenges (Mitosis *et al.*, 2021).

Apart from the health sector, in the context of education and police organizations, talent management also faces similar challenges. In SD Negeri Hilinaa, Gunungsitoli, although TM has been implemented, the shortage of teachers with specialized skills and creativity is a major obstacle. Meanwhile, in the Police institution, although there has been a merit-based regeneration program, its implementation has not been optimal due to the lack of position space and the lack of objectivity in the career system (Zebua *et al.*, 2024) and (Febrianto, Giyanto, Rajab, *et al.*, 2025).

Putranto *et al.* (2022) proposed an integrative framework model of TM in the public sector as an answer to the gap between theory and practice. This model emphasizes the need for a holistic approach from recruitment, development, to talent retention, to improve the effectiveness of public organizations in a sustainable manner (Putranto *et al.*, 2022).

The following is a visualization of the contribution of various talent management strategies to improving organizational performance based on the synthesis of the literature study. Strategies such as structured career development and objective assessment appear to have a significant impact on performance improvement.

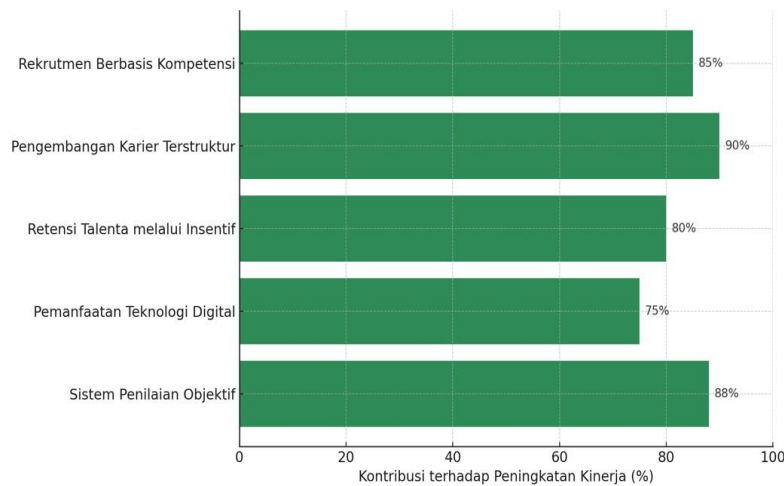


Figure 2. Contribution of Talent Management Strategy to Organizational Performance  
 Source: Data processed, 2025

In line with these findings, the book *Talent Management* asserts that an integrated talent management strategy is proven to improve the performance of public service organizations such as hospitals. This approach supports success in attracting, developing and retaining high-potential individuals, as well as driving job satisfaction and sustainable competitive advantage. Systematic HR development also strengthens the organization's position in facing external and internal challenges, including the need for leadership change and technological adaptation (Haudi *et al.*, 2021).

The book *Human Resource Management* by Priyono and Marnis also supports this by emphasizing that HR training and empowerment are crucial factors in improving productivity and service quality. In the context of hospitals, training not only improves technical skills, but also managerial and interpersonal abilities, which are essential in delivering high quality health services (Marnis & Priyono, 2008).

In addition, HRH empowerment strategies in the health sector also include enhancing creativity, innovation, and assigning accountable responsibilities, all of which support the successful implementation of talent management. Planned career development can increase individual loyalty, motivation, and readiness to fill strategic positions, ultimately strengthening the organizational structure Health (Marnis & Priyono, 2008).

Overall, the integration of talent management and HR development strategies is an important foundation for hospitals and healthcare institutions to respond to the challenges of globalization and digitalization. By applying a data-driven approach, meritocracy, and a structured development system, healthcare organizations can create a productive, adaptive, and excellent public service-oriented work ecosystem.

Furthermore, the successful implementation of talent management is greatly influenced by the quality of the processes implemented. Based on the book *Talent Management* by (Haudi *et al.*, 2021), a successful talent management process includes integrated steps such as:

1. Setting Talent Criteria

Determine key or strategic positions in the organization that are the focus of talent development.

2. Talent Pool Selection

Identify and attract candidates from various job levels to be included in the talent development target group.



3. Acceleration of Talent Development (Acceleration Program)

Design intensive development programs to accelerate the readiness of talents for strategic positions.

4. Key Assignment

Assign talents to key positions that have been determined based on assessment results and individual readiness.

5. Periodic Program Evaluation (Monitoring)

Evaluate each stage and progress of the program to adjust the strategy and ensure its effectiveness.

In addition, the success of talent management is also determined by supporting factors such as effective onboarding, needs analysis-based training, retention strategies through engagement and rewards, and long-term succession planning. If not done thoroughly, talent management programs are at risk of failing due to lack of control, lack of commitment between work units, and inaccurate identification of needs (Haudi *et al.*, 2021).

As such, hospitals and healthcare organizations need to implement a comprehensive talent management cycle from acquisition, activation, development, to retention. This approach not only strengthens the institution's competitiveness, but also ensures that a professional and high-performing healthcare workforce is sustainably available to meet the demands of modern healthcare.

Furthermore, the findings of this study reinforce the literature on the factors affecting the success of talent management. As highlighted by Haudi *et al.* (2021), successful implementation of talent management is influenced by visionary leadership, a merit-based organizational culture, and a structured system of evaluation and career development. This is reflected in the practices observed at Pertamina Hospital Cirebon and other institutions, where challenges such as lack of objectivity and inadequate incentives persist. Therefore, strengthening meritocratic culture and utilizing data in human resource decision-making are crucial steps to enhance the effectiveness of talent management strategies.

In addition, regarding the application of talent management in the hospital sector, the study indicates that this approach has become an integral part of institutional strategies across healthcare facilities. Competency-based recruitment, job rotation, leadership training, and the integration of hospital information systems (SIM-RS) have proven effective in ensuring the availability of professional personnel capable of responding to disruption. These results align with Talias *et al.* (2021) and Arini *et al.* (2024), who emphasized that the synergy between talent management, quality management systems, and technological innovation strengthens organizational resilience in the healthcare sector.

The benefits of talent management are also evident through increased job satisfaction, operational efficiency, and employee loyalty. Talent management provides not only clear career pathways but also enhances motivation through recognition and self-development opportunities. This is supported by the findings of Putranto *et al.* (2022) and Dewi & Darna (2022), which show that strategic talent management drives organizational competitiveness across sectors, including hospitality and education. Hence, the comprehensive implementation of talent management in hospitals should be considered a long-term investment to build sustainable, human-centered, and professional healthcare services.

Moreover, strategic implementation of talent management must be accompanied by continuous evaluation and institutional support. Haudi *et al.* (2021) emphasized that

successful talent management requires the integration of several elements, including defining talent criteria, selecting talent pools, accelerating development programs, assigning individuals to key positions, and conducting regular monitoring. In hospital settings, these structured steps ensure that talent readiness aligns with institutional needs, especially in critical service units such as emergency care, surgery, and specialized clinics. When these components are carried out consistently, they serve as a foundation for sustainable leadership regeneration and capacity building.

Cross-sector comparisons also reveal valuable insights into the implementation of talent management. For instance, in the education sector (Zebua *et al.*, 2024) and law enforcement institutions (Febrianto *et al.*, 2025), challenges such as limited career mobility, lack of specialized talent, and weak coordination between units mirror issues also found in healthcare. However, hospitals have the added urgency of service continuity and patient safety, which makes talent management even more critical. Drawing lessons from these sectors reinforces the importance of adopting an integrated, merit-based, and competency-driven approach across all public service institutions to ensure high performance and accountability.

## DISCUSSION

The results of this study indicate that the implementation of talent management in the healthcare sector, particularly hospitals, contributes significantly to improving organizational performance and service quality. This finding is consistent with previous studies that emphasize the importance of an integrated and competency-based Talent Management strategy as the key to success in managing human resources in the healthcare environment.

One of the key findings of this study is that Talent Management strategies that include competency-based Talent Management recruitment, structured career development, and incentive-based retention are able to improve clinical skills, job satisfaction, and efficiency of hospital services. This is in line with the findings of Talias *et al.* (2021) who confirmed that Talent Management in the health sector has a direct impact on clinical skills and organizational performance.

However, implementation in the field still encounters a number of obstacles. A study at Pertamina Hospital Cirebon (Ardias *et al.*, 2023) showed that the objectivity of the selection system and the absence of special compensation are still the main obstacles [10]. This problem also emerged in a study of the National Police, where the regeneration system is not yet fully meritocracy-based and the space for positions is very limited (Febrianto, Giyanto, & Rajab, 2025). This indicates the need to strengthen organizational culture that supports the merit system and clarity of career paths in various public service institutions, including hospitals. In terms of policy, research by Lanasa *et al.* (2024) underlines that the Ministry of Health has made Talent Management a strategic priority, with increased Merit System scores and digital and competency-based ASN development initiatives (Lanasa *et al.*, 2024). This indicates a strong institutional Talent Management commitment at the central level, but implementation challenges remain evident in operational units.

Theoretically, these findings strengthen the Talent Management model as proposed by Haudi *et al.* (2021) in their book *Introduction to Talent Management*, which states that the Talent Management process includes five main stages: talent identification, selection, development, strategic placement, and continuous evaluation (Haudi *et al.*, 2021). This model is reinforced by the study of Putranto *et al.* (2022), which proposed an integrative framework of Talent Management in the public sector to bridge the gap

between theory and practice (Putranto *et al.*, 2022). In the context of health services, strengthening hospital management information systems (SIM-RS) is also an important part of integrated quality management, as emphasized by Ambari *et al.* (2023) in their literature study (Ambari *et al.*, 2023). The use of digital technology for talent management was also highlighted in a study at Jagakarsa Regional Hospital, which emphasized the importance of accelerating the implementation of Talent Management through the establishment of SOPs and a dedicated implementation team (Febrianto, Giyanto, & Rajab, 2025).

Another finding is that Talent Management approaches also increase employee loyalty and strengthen organizational competitiveness. This is evident not only in the healthcare sector, but also in other sectors such as hospitality (Dewi & Darma, 2022), which shows that Talent Management is able to improve retention and performance through increased competence and job satisfaction (Dewi & Darma, 2022). Considering these results, it can be concluded that successful Talent Management implementation requires a systemic and collaborative approach, starting from data-driven strategic planning, strengthening organizational culture, fair reward systems, to regular performance evaluations.

The success of Talent Management is also highly dependent on top management support, the use of information technology, and the commitment to the principles of meritocracy and fairness in HR management. The success of talent management is strongly influenced by the synergy between internal organizational factors and adequate policy support. The main factors that support the effectiveness of talent management implementation include visionary leadership, an organizational culture that is open to innovation, and a meritocracy-based career development system. In addition, the use of data and technology in the Talent Management recruitment, training, and performance appraisal processes is also an important catalyst in shaping a responsive and adaptive Talent Management system. Without the support of top management and the collective commitment of all work units, Talent Management strategies run the risk of not being optimal and only symbolic (Haudi *et al.*, 2021; Sariyildiz, 2021).

In the context of the hospital sector, implementing talent management requires an approach tailored to the characteristics of complex healthcare organizations. Hospitals consist of various professions with different competency needs, so talent mapping must be done holistically and competency-based. Best practices carried out in several hospitals show that talent management can run effectively if accompanied by the creation of clear SOPs, a special implementation team, and talent development acceleration programs such as leadership training, job rotation, and clinical coaching (Rismanaadji & Elmi, 2023; Arini *et al.*, 2024). With a structured system, hospitals are able to maintain service continuity and accelerate the regeneration of professionals in strategic positions (Mitosis, Lamnisis, & Talias, 2021).

Furthermore, the application of talent management that focuses on improving service quality has proven to be able to encourage the creation of more efficient, safe and humane health services. The placement of human resources in accordance with competencies, providing space for self-development, and creating a collaborative work culture are key factors that contribute directly to improving service quality. In several studies, hospitals that implemented comprehensive Talent Management strategies showed significant improvements in patient satisfaction, work efficiency, and reduction in medical errors (Pahrudin & Jalaludin, 2022; Ab, Setiawati, & Yuswardi, 2023). This confirms that Talent Management is not only an instrument of HR development, but also an integral part of the strategy to improve the quality of hospital services.

In the midst of global challenges such as digitalization, budget constraints, and increasing mobility of health workers, talent management is a strategic solution that cannot be ignored by hospital management. A Talent Management system that is integrated with the hospital management information system (SIM-RS) is needed to facilitate the data-based decision-making process. The use of HR applications and big data analysis can help management identify potential, design career paths, and retain talent more accurately and efficiently (Putranto *et al.*, 2022; Lanasa, Nurfakhira, & Kusumadewi, 2024). Therefore, the integration of Talent Management in organizational strategy should be a long-term priority to create resilient, competitive, and excellent public service-oriented hospitals.

Thus, the implementation of talent management in the hospital sector is not only a strategic necessity in facing external challenges, but also an important foundation in creating a sustainable healthcare system. When talent management is implemented in a structured, competency-based manner, and supported by digital systems and an adaptive organizational culture, hospitals will be able to improve the quality of human resources, strengthen institutional competitiveness, and answer the public's demands for professional, fast, and humane health services. This shows that talent management is not just an administrative approach, but an integral part of the transformation of quality health services.

## CONCLUSIONS

Based on the results of the literature study, the implementation of talent management in the healthcare sector, particularly in hospitals, has been proven to make a significant contribution to improving organizational performance and service quality. This strategy involves the timely identification, development, and retention of high-potential individuals capable of occupying strategic positions. The findings show that a structured talent management approach can enhance clinical competence, employee satisfaction, and operational efficiency.

However, implementation in practice still faces various challenges, especially in terms of system objectivity, lack of incentives for top-performing individuals, and weak support for a meritocratic culture. Therefore, integration of digital technology, establishment of clear SOPs, and development of systematic retention and training strategies are necessary to build a responsive and productive work ecosystem.

Additionally, successful talent management depends heavily on key enablers such as visionary leadership, cross-functional coordination, performance-based evaluation systems, and a culture of innovation. Cross-sector comparisons with education and law enforcement institutions further highlight the urgency of adopting a competency-based and data-driven talent management system in public service. Hospitals that implement these integrated approaches are more likely to maintain service continuity, retain skilled personnel, and meet the growing demands for quality healthcare in a globalized, digitized environment.

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