



DAFTAR PUSTAKA

- Al-Dalahmeh, M. L. (2020). Talent management: a systematic review. *Oradea Journal of Business and Economics*, 5(special), 115-123.
- Amphunan, K., Zhang,K., Banu, F,. (2022). Booster Shot? Pao Tang Digital Payment and Thailand's Domestic Consumption. Diakses melalui laman :<https://fulcrum.sg/booster-shot-pao-tang-digital-payment-and-thailands-domestic-consumption/>
- Ananthan,S. ,Manaf,HA, Hidayati, M. & Dewi,DSK. (2019). The development of talent management in Malaysian public sector: a comprehensive review. *Problems and Perspectives in Management*, 17(2), 242-253. doi:10.21511/ppm.17(2).2019.18
- Anggraini, N., & Ardi, R. (2020). Conceptual Model for Millennial Talents Retention in Indonesia's Manufacturing Industries. in *Industrial and Systems Engineering, APCORISE 2020*, 148–153. <https://doi.org/10.1145/3400934.3400962>
- Antara. (2023). Kemenkominfo latih lebih dari seribu pemimpin digital melalui DLA. Diakses melalui laman : <https://www.antaranews.com/berita/3815802/kemenkominfo-latih-lebih-dari-seribu-pemimpin-digital-melalui-dla>
- Apnita, P. (2024). Pelatihan DTS Government Transformation Academy (GTA) Triwulan Pertama. Diakses melalui laman : <https://bpsdm.kominfo.go.id/?url=https%3A%2F%2Fbpsdm.kominfo.go.id%2Fupt%2Fjakarta%2Fberita-pelatihan-dts-government-transformation-academy-gta-triwulan-pertama-5-58>
- Arradian, D. (2024). Google Investasi Besar-besaran di Thailand dan Malaysia, Indonesia Kecolongan?. Diakses melalui laman : <https://tekno.sindonews.com/read/1468955/207/google-investasi-besar-besaran-di-thailand-dan-malaysia-indonesia-kecolongan-1728292254>
- ASEAN/ACCSM Publication. (2017). Civil Service: Heart of the ASEAN Community, ASEAN50. Diakses melalui laman : <https://asean.org/book/civil-service-heart-of-the-asean-community/>
- ASEAN Publication. (2021). Civil Service: Heart of the ASEAN Community. Diakses melalui laman : <https://asean.org/book/civil-service-heart-of-the-asean-community/>
- ASEAN Publication. (2021). Civil Service Modernisation in ASEAN: Towards A Future-Ready Civil Service. Diakses melalui laman [FINAL-Study-Report-on-Civil-Service-Modernisation-in-ASEAN-9-Oct-21.pdf](https://asean.org/book/civil-service-heart-of-the-asean-community/)
- Aun, L.H. (2023). Diversity in Malaysia's Civil Service: From Venting Old Grouses to Seeking New Grounds. Diakses melalui laman : https://www.iseas.edu.sg/wp-content/uploads/2023/03/ISEAS_Perspective_2023_34.pdf



Ayatuna, E. S. (2021). Manajemen Talenta Nasional: Saatnya Mengembangkan Karir ASN Sesuai Potensinya, available at <https://birokratmenulis.org/manajemen-talenta-nasional-saatnya-mengembangkan-karir-asn-sesuai-potensinya/>.

Badan Kepegawaian Negara.(2020). Buku Statistik Pegawai Negeri Sipil. Badan Kepegawaian Negara Indonesia

Ballesteros, S. R., & Inmaculada, D. F. (2010). Talents the key for successful organization. Unpublished thesis, Linnaeus School of Business &Economics, Linnaeus University.

Bangsawan, G. (2023). Kebijakan Akselerasi Transformasi Digital di Indonesia: Peluang dan Tantangan untuk Pengembangan Ekonomi Kreatif. Jurnal Studi Kebijakan Publik, 2(1), 27–40. <https://doi.org/10.21787/jskp.2.2023.27-40>

Barry, M.; Gomez, R.; Kaufman, B.; Wilkinson, A.; Zhang, T. (2020). Is it ‘you’ or ‘your workplace’? Predictors of job-related training in the Anglo-American world. Int. J. Train. Dev.24, 173–203.

Boudreau, J. W., & Ramstad, P. M. (2005). Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. Human Resource Management, 44, 129–136

Bondarenko, S.; Liganenko, I.; Mykytenko, V. (2020). Transformation of public administration in digital conditions: World experience, prospects of Ukraine. J. Sci. Pap. Soc. Dev. Secur, 10, 76–89.

Bui, L. T. T., & Chang, Y. (2018). Talent Management and Turnover Intention: Focus on Danang City Government in Vietnam. International Review of Public Administration, 23 (4), 219–236. <https://doi.org/10.1080/12294659.2018.1552403>.

Centre for Innovation Policy and Governance (CIPG). (2023). Potret Transformasi Digital di Indonesia. Diakses melalui laman : https://www.academia.edu/113952287/Potret_Transformasi_Digital_di_Indonesia

Cheloha, R. and Swain, J., 2005. Talent management system key to effective succession planning. Canadian HR Reporter, 18 (17), pp.5-7

Chin, J. (2011). ‘History and Context of Public Administration in Malaysia’ in E. M. Berman (eds), Public Administration in Southeast Asia: Thailand, Philippines, Malaysia, Hong Kong, Macao. CRC Press, Taylor& Francis Group

Claus, L. (2019). HR Disruption—Time already to Reinvent Talent Management. BRQ Business Research Quarterly, 22(3), 207–215. <https://doi.org/10.1016/j.brq.2019.04.002>.

Collings, D. G., & Mellahi, K. (2009). Strategic Talent Management: A Review and Research Agenda. Human Resource Management Review, 19(4), 304–313.



Cooke, F. L., Saini, D. S., & Wang, J. (2014). Talent Management in China and India: A Comparison of Management Perceptions and Human Resource Practices. *Journal of World Business*, 49(2), 225–235. <https://doi.org/10.1016/j.jwb.2013.11.006>.

Coulson-thomas, C. (2012). Talent management and building high performance organisations. *Industrial and Commercial Training*, 44(7), 429–436. <https://doi.org/10.1108/00197851211268027>

Centre for Public Impact (CPI). (2016). Malaysia's Performance Management And Delivery Unit (PEMANDU). Diakses melalui laman : <https://www.centreforpublicimpact.org/case-study/performance-management-delivery-unit-kuala-lampur/>

Chareonwongsak, K. (2008). The Brain Drain: The World Crisis. Diakses melalui http://www.kriengsak.com/index.php?components=content&id_content

Dahalin, Z. M., Idrus, M. R., Kasiran, M. K., Nadzir, M. M., Dahari, R., Razak, R. A., & Wahab,N. N. A. (2019). Online services index performance: Countries' analysis in OSI ranking to improve Malaysia UN ranking. *International Journal of Innovative Technology and Exploring Engineering*, 8(8), 116–172.

Davis, T., Maggie, C., & Neil, F. (2007). Talent assessment, a new strategy for talent management. Gower, United States.

d'Armagnac, S., Al Ariss, A., & N'Cho, J. (2021). Talent Management in Turbulent Times: Selection, Negotiation, and Exploration Strategies for Talent Management in The Aeronautics and Space Industries. *International Journal of Human Resource Management*, 0(0), 1–29. <https://doi.org/10.1080/09585192.2021.1879205>.

Deloitte. (2018). Digital enablement turning your transformation into a successful journey. Diakses melalui laman: https://www2.deloitte.com/content/dam/Deloitte/ie/Documents/Technology/IE_

Descu, A. V. L. Ă. (2012). The Possibility of Implementing Talent Management in The Public. *Management & Marketing*, 7(2), 351–362

Destiana,R. (2023). Kepemimpinan dan Pengembangan Sumber Daya Manusia Sektor Publik. Dialogue : Jurnal Ilmu Administrasi Publik, vol. 5, no. 1, pp. 437-460, Jun. 2023. <https://doi.org/10.14710/dialogue.v5i1.15762>

Devine, M., & Powell,M. (2008). Talent Management in The Public Sector. Diakses melalui laman : <https://www.scribd.com/document/46452882/Talent-Management-in-the-Public-Sector>

Digital Talent Scholarship. (2023). Government Transformation Academy. Diakses melalui laman : <https://digitalent.kominfo.go.id/program?akademi=GTA>

Echols, M. (2007). Winning the turnover war. Retrieved 20th May 2013 from www.talentmgt.com



UNIVERSITAS
GADJAH MADA

Transformasi Digital dan Manajemen Talenta di Sektor Publik : Studi Komparatif Strategi Kebijakan
Manajemen Talenta di Indonesia, Malaysia, dan Thailand
Cut Medika Zellatifanny, Randy Wirasta Nandyatama, S.I.P., M.Sc., Ph.D.,
Universitas Gadjah Mada, 2024 | Diunduh dari <http://etd.repository.ugm.ac.id/>

Ernst & Young Global Limited. (2022). How can government workers and technology align to serve future citizens?. Diakses melalui laman: https://www.ey.com/en_gl/insights/government-digital-innovation/how-can-government-workers-and-technology-align-to-serve-future-citizens

Erwin, E., Pasaribu, A. W., et al. (2023). Transformasi Digital. PT. Sonpedia Publishing Indonesia.

Escobar, F., Almeida, W. H., & Varajão, J. (2023). Digital transformation success in the public sector: A systematic literature review of cases, processes, and success factors. *Information Polity*, 28(1), 61-81.

Fatah, M. (2024). Peluang dan Tantangan Transformasi Digital di Sektor Layanan Publik. Diakses melalui laman <https://timesindonesia.co.id/kop-times/509597/peluang-dan-tantangan-transformasi-digital-di-sektor-layanan-publik>

Fathony, M. R., Muradi, M., & Sagita, N. I. (2023). Implementation of Talent Management Policy in the Context of Bureaucratic Reform in Bandung City Government Environment (Indonesian). *Jurnal Academia Praja*, 6(1), 78–88. <https://doi.org/10.36859/jap.v6i1.1425>

Fauzia, F., Virantika, A., & Firmansyah, G. (2021). Langkah langkah Strategis Pemenuhan Kebutuhan SDM Talenta Digital di Lingkungan Pemerintahan Indonesia. Proceeding KONIK (Konferensi Nasional Ilmu Komputer), 5(1), 39–46. Diambil dari <https://prosiding.konik.id/index.php/konik/article/view/15>

Fauziyah, S. (2015.) Sistem Rekrutmen Karyawan dalam Perspektif Syariah pada Pand's Collection Pandanaran Semarang. Program Studi Ekonomi Islam, Fakultas Ekonomi dan Bisnis Ilham, Universitas Islam Negeri Walisongo Semarang.

Fauzy, P. R. (2022). Generasi Z dan Masa Depan Profesi PNS. Diakses melalui laman :<https://news.detik.com/kolom/d-6148770/generasi-z-dan-masa-depan-profesi-pns>

Feijao, C.,et al,. (2021). The global digital skills gap Current trends and future directions. Diakses melalui laman : https://www.rand.org/pubs/research_reports/RRA1533-1.html

Firdaus, A. (2024). Kasus Kebocoran Data Pribadi di Indonesia: 10 Kejadian Terbesar yang Perlu Diketahui. Diakses melalui laman : <https://www.medcom.id/teknologi/news-teknologi/8koPDdWK-kasus-kebocoran-data-pribadi-di-indonesia-10-kejadian-terbesar-yang-perlu-diketahui>

Furuholt, B., & Wahid, F. (2008). E-government challenges and the role of political leadership in Indonesia: The case of Sragen. Proceedings of the Annual Hawaii International Conference on System Sciences, 1–10. Retrieved from: <https://doi.org/10.1109/HICSS.2008.134> Retrive time: 12. 12. 2021.



Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. F. (2013). What is the meaning of ‘talent’ in the world of work? *Human Resource Management Review*, 23(4), 290–300.

Gasperz, Vincent. (2002). All-in-one Talent Management. Bogor: Vinchistro Publication

GovInsider. (2021). Digital skills to boost Malaysia's civil servants. Diakses melalui laman <https://govinsider.asia/intl-en/article/tm-one-cloud-connect-hanafiah-hassan-digital-skills-to-boost-malaysias-civil-servants>

Gunawan, I. (2023). Dinamika Politik Global Dalam Era Multipolar: Tantangan Dan Peluang Bagi Negara Berkembang. *Journal of Economic, Bussines and Accounting (COSTING)*, 6(2), 2787-2798.

Gupta, R., Muttoo, S. K., & Pal, S. K. (2020). Regional E-governance development index for developing nations. *Digital Government: Research and Practice*, 1(3).

Hanif, A. (2023). Malaysia’s brain drain significantly higher than global average, says minister Sivakumar. Diakses melalui laman <https://themalaysianreserve.com/2023/03/07/malaysias-brain-drain-significantly-higher-than-global-average-says-minister-sivakumar/>

Harmawan, B. N. (2023). 4 tantangan pelayanan publik berbasis digital di Indonesia. Diakses melalui laman : <https://theconversation.com/4-tantangan-pelayanan-publikberbasis-digital-di-indonesia-203848>

Harris, L., & Foster, C. (2010). Aligning talent management with approaches to equality and diversity Challenges for UK public sector managers. *Equality, Diversity and Inclusion: An International Journal*, 29(5), 422–435. <https://doi.org/10.1108/02610151011052753>

Harsch, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility—A qualitative exploration. *Human Resource Management*, 59(1), 43–61. <https://doi.org/10.1002/hrm.21972>

Hayat. (2014). The Quality Improvement of Human Resources Apparatus Public Serviceswithin the Framework of Law No. 5 of 2014 on State Civil Apparatuses (Indonesian). *Jurnal Kebijakan Dan Manajemen PNS*, 8(1), 31-44.

Hofmann, S., & Ogonek, N. (2018). Different but still the same? How public and private sector organisations deal with new digital competences. *Electronic Journal of e-Government*, 16(2), pp127-135.

Huat, L.S,. (2019). A STUDY OF EMPLOYEE PERFORMANCE AMONG CIVIL SERVANTS IN MALAYSIA. Universiti Tunku Abdul Rahman,Faculty of Accountancy and Management. Diakses melalui laman : http://eprints.utar.edu.my/5263/1/5._BAC%2D2019%2D1701522.pdf

Ibidunni, S., Osibanjo, O., Adeniji, A., Salau, O. P., & Falola, H. (2016). Talent retention and organizational performance: A competitive positioning in Nigerian



banking sector. *Periodica Polytechnica Social and Management Sciences*, 24(1), 1–13. <https://doi.org/10.3311/PPso.7958>

Iles, P., Preece, D., & Chuai, X. (2010). Talent management as a management fashion in HRD : towards a research agenda. *Human Resource Development International*, 13(2), 125–145. <https://doi.org/10.1080/13678861003703666>

Jonathan, G. M. (2020). Digital transformation in the public sector: Identifying critical success factors. In *Information Systems: 16th European, Mediterranean, and Middle Eastern Conference, EMCIS 2019, Dubai, United Arab Emirates, December 9–10, 2019, Proceedings* 16 (pp. 223-235). Springer International Publishing.

Kabbar, E. F. (2021). A comparative analysis of the e-government development index (EGDI). In *14th International Conference on ICT, Society, and Human Beings, ICT* (pp. 23-29).

Kementerian PAN RB. (2020). Manajemen Talenta Dukung Perkembangan ASN yang Memiliki Performa Tinggi. Diakses melalui laman : <https://www.menpan.go.id/site/berita-terkini/manajemen-talenta-dukung-perkembangan-asn-yang-memiliki-performa-tinggi>

Kementerian PAN RB. (2022). Indonesia Naik 11 Peringkat Hasil Survei e-Government PBB. Diakses melalui laman : <https://www.menpan.go.id/site/berita-terkini/indonesia-naik-11-peringkat-hasil-survei-e-government-pbb>

Kementerian PAN RB. (2023). Digital Leadership Jadi Kunci Sukses Pemimpin. Diakses melalui laman : <https://www.menpan.go.id/site/berita-terkini/digital-leadership-jadi-kunci-sukses-pemimpin#:~:text=Ada%20lima%20keterampilan%20yang%20dibutuhkan%20untuk%20mendukung%20pemerintahan,pengguna%20digital%2C%20serta%20ke terampilan%20abad%2021%20dalam%20masayarakat>.

Kingdom of Thailand. (2018). National Strategy (2018-2037), Bangkok: Kingdom of Thailand.

Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2018). Strategic human resource management and public sector performance: context matters. *The International Journal of Human Resource Management*, 35(14), 2432–2444. <https://doi.org/10.1080/09585192.2017.1407088>

Kock, R., & Burke, M. (2008). Managing Talent in The South African Public Service. *Public Personnel Management*, 37(4), 457–470. <https://doi.org/10.1177/009102600803700406>.

Komisi Aparatur Sipil Negara. (2023). Rendahnya Pemahaman Stakeholder Jadi Tantangan Penerapan Manajemen Talenta. Diakses melalui laman <https://www.kasn.go.id/id/publikasi/rendahnya-pemahaman-stakeholder-jadi-tantangan-penerapan-manajemen-talenta>

Kozjek, T., & Franca, V. (2020). Talent Management in The Public Sector. *Central European Public Administration Review*, 18(2), 53–71.



<https://doi.org/10.17573/cepar.2020.2.03Silzer>, R., & Dowell, B. E. (2010).

Strategic talent management matters. Strategy-driven talent management: A leadership imperative, 3-72.

Kraus, S., Jones, P., Kailer, N., Weinmann, A., Chaparro-Banegas, N., & Roig-Tierno, N. (2021). Digital Transformation: An Overview of the Current State of the Art of Research. Sage Open, 11(3). <https://doi.org/10.1177/21582440211047576>

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>.

Kumar, S. (2024), 'The Effectiveness of Online Public Services: A Comparison of ASEAN Member States and the Way Forward' in Chen, L. and F. Kimura (eds.) Empowering Online Public Service in Asia: The Digital Frontier. Jakarta: ERIA, pp.199-237

Kumari, R., & Sharma, A. K. (2017). Determinants Of Foreign Direct Investment In Developing Countries: A Panel Data Study. International Journal of Emerging Markets, 12(4), 658–682. <https://doi.org/10.1108/IJoEM-10-2014-0169>

Lamont, C. (2015). Research Methods in International Relations.. London: SAGE Publishing

Languepin, O. (2019). Thailand 4.0, what do you need to know ?. Diakses melalui laman : <https://www.thailand-business-news.com/featured/54286-thailand-4-0-need-know>

Lee, C., & Rezaei, S. (2019). Talent management strategies in the public sector: A review of talent management schemes in southeast asia. Research Handbook of International Talent Management, 364-395.

Lehmann, S., 2009. Motivating talents in Thai and Malaysian service firms. Human Resource Development International, 12 (2), pp. 155-169

Lewis, R. E., & Heckman, R. J. (2006). Talent Management: A Critical Review. Human Resource Management Review, 16(2), 139–154.

Lombardo, L. (2021). Closing the Digital Skills Gap in Government: The UK's Digital, Data, and Technology Professional Capability Framework. Diakses melalui laman <https://medium.com/digitalhks/closing-the-digital-skills-gap-in-government-the-uks-digital-data-and-technology-professional-ad90adab1ba4>

Lopes, A. S., Sargent, A., & Farto, J. (2023). Training in Digital Skills—The Perspective of Workers in Public Sector. Sustainability, 15(13), 10577.

Luky. (2022). Riset ini Ungkap Tantangan Transformasi Digital di Sektor Pemerintah. Diakses melalui laman <https://www.fortuneidn.com/tech/luky/riset-ini-ungkap-tantangan-transformasi-digital-di-sektor-pemerintah?page=all>



Luna-Arocas, R. and Morley, M.J., 2015. Talent management, talent mindset competency and job performance: the mediating role of job satisfaction. European Journal of International Management, 9 (1), pp.28-51

Macfarlane, F., Duberley, J., Fewtrell, C., & Powell, M. (2012). Talent Management for NHS Managers: Human Resources or Resourceful Humans? Public Money and Management, 32(6), 445–452. <https://doi.org/10.1080/09540962.2012.728786>.

Malaysian Investment Development Authority. (2021). RMK-12: Malaysia akan menjadi negara pendapatan tinggi pada tahun 2025. Diakses melalui laman :(2021). <https://www.mida.gov.my/ms/berita-mida/rmk-12-malaysia-akan-menjadi-negara-pendapatan-tinggi-pada-tahun-2025-kdnk-berkembang-4-5-5-5-peratus-setahun-pm/>

MalaysiaKini. (2021). MyDIGITAL to transform Malaysia into a digitally-driven, high-income nation by 2030. Diakses melalui laman : <https://www.malaysiakini.com/advertorial/565434>

MAMPU. (2017). Digital Government Transformation Action Plan, Kuala Lumpur: MAMPU

Manaf, N. H. (2011). ‘Civil Service System in Malaysia’ in E. M. Berman (eds), Public Administration in Southeast Asia: Thailand, Philippines, Malaysia, Hong Kong and Macao. Boca Raton: CRC Press

Manaf, H. A., Mohamed, A. M., & Harvey, W. S. (2022). Citizen Perceptions and Public Servant Accountability of Local Government Service Delivery in Malaysia. International Journal of Public Administration, 46(12), 823–832. <https://doi.org/10.1080/01900692.2022.2025829>

Maryana, S. (2022). Kompetensi Soft Skill Aparatur Sipil Negara Dalam Era Transformasi Digital: Sebuah Studi Pustaka. Jurnal Kebijakan dan Manajemen PNS, 16(1), 117-129.

Mat Jusoh, YH et al. (2024). Navigating Challenges to Enhance Accountability: The Role of Information Technology in Malaysia's Public Sector. International Journal of Advanced Research in Economics and Finance, [S.l.], v. 6, n. 3, p. 226-236. ISSN 2682-812X. Available at: <<https://myjms.mohe.gov.my/index.php/ijaref/article/view/28027>>. Date accessed: 10 nov. 2024.

McKinsey & Company. (2016). Digital by Default: A Guide to Transforming Government. Diakses melalui laman <https://www.mckinsey.com/~/media/mckinsey/industries/public%20and%20social%20sector/our%20insights/transforming%20government%20through%20digitalization/digital-by-default-a-guide-to-transforming-government-final.pdf>

Mendez, F., & Stander, M. (2011). Positive Organization. The role of leader Behaviour in work engagement and Retention. South African Journal of Industrial Psychology, (37)1, 1-13



Mergel, I ., et al. (2019). Defining digital transformation: Results from expert interviews. Government Information Quarterly. 36. 101385.
<http://dx.doi.org/10.1016/j.giq.2019.06.002>

Ministry Of Communications And Multimedia. (2019). Media Statement : Implementation Of The National Fiberisation And Connectivity Plan (Nfcp) Approved By Malaysian Cabinet. Diakses melalui: <https://www.mcmc.gov.my/skmmgovmy/media/General/pdf/MEDIA-STATEMENT-ON-NFCP.pdf>

Majid, M., Samad, S., Danial, M., Tazilah, A.K., Farhana, N., Suffari, S. & Hanaysha, J.R. 2019. Human capital, service delivery and public service effectiveness and efficiency: A preliminary study. International Journal of Business and Technology Management 1(1): 35–45.

Marshal, F., Thalentaria Nainggolan, D., Fajri Hidayat, A., & Oskar, L. (2022). DAMPAK MONARKI KONSTITUSIONAL BAGI PARTISIPASI DAN DEMOKRASI RAKYAT THAILAND PERIODE RAJA MAHA VAJIRALONGKORN. PARAPOLITIKA: Journal of Politics and Democracy Studies, 3(2), 158–168. <https://doi.org/10.33822/jpds.v3i2.6191>

Mohamad, S., Suradi, N., Zamzuri, Z., & Ramli, S. (2023). Talent Management and Public Service Competitiveness in Malaysia. Jurnal Pengurusan.

Mokhtar, N., & Zainol, Z. (2022). Implementing an Electronic Payment System: Getting Things Done!. IIUM Journal of Case Studies in Management, 13(2), 7-11.

Mubarok, F. (2023). Budi Arie: Baru 30% ASN yang Bisa Mengadopsi Cara Kerja Digital. Diakses melalui laman : <https://tirto.id/budi-arie-baru-30-asn-yang-bisa-mengadopsi-cara-kerja-digital-gSHs>

Mubarok, Endang Saefuddin, Hastomo Arbi, Rina Uswatun Hasana, Lalang Saksomo, Rudi Salam, and Krismayadi. (2024). “The Determinants of Employee Retention at the Ministry of Finance of the Republic of Indonesia”. Journal of Global Economics, Management and Business Research 16 (2):21-34. <https://doi.org/10.56557/jgembr/2024/v16i28848>.

Muhammad, M. (2023). Thailand, Antara Politik Dinasti dan Bayang-bayang Kudeta Militer. Diakses melalui laman : <https://www.kompas.id/baca/internasional/2023/03/22/tugas-trah-yang-belum-selesai-vs-para-jenderal-tua-belum-selesai>

Muhyiddin. (2020). Kerajaan bangunkan JENDELA untuk tambah baik komunikasi digital negara. Diakses melalui laman : <https://www.mcmc.gov.my/en/media/press-clippings/kerajaan-bangunkan-jendela-untuk-tambah-baik-komun>

Murti, F. P. (2020). Managing training for Civil Servants with planning roles in Indonesia: Lessons from Singapore. Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning, 4(1), 76-102.



MyDIGITAL. (2022). MyDIGITAL Progress Report 2021: Building A Dynamic Digital Economy By 2030. Diakses melalui laman : <https://www.mydigital.gov.my/bm/mydigital-progress-report-2021-building-a-dynamic-digital-economy-by-2030/>

MyDIGITAL. (2023). MyDIGITAL and Microsoft conclude GovTech Innovation skilling pilot program, increases digital literacy among public sector workforce. Diakses melalui : <https://www.mydigital.gov.my/govtech-innovation-skilling-pilot-program/>

Nancy, Y. (2022). Perbedaan PPNPN dengan PPPK di Instansi Pemerintahan. Diakses melalui laman : <https://tirto.id/perbedaan-pnppn-dengan-pppk-di-instansi-pemerintahan-gnnn>

Nalbantian, H.R. & Guzzo, R.A., (2009). Making mobility matter. Harvard Business Review, 87 (3), pp.76-84.

Newhouse, N. K., Lewis, B. O., & Jones, J. W. (2004) ‘Strategic Talent Management: Assessments as a Foundation’, Poster presented at the Annual Conference of the Society for Personality Assessment, Miami, FL.

Nica, E., Mișa, A., and Melenciuc, M. (2023). How do we ensure the qualification of civil servants with digital skills in Europe? A comparative study. Applied Research in Administrative Sciences, vol. 4, 3/2023, 40-50. DOI: 10.24818/ARAS/2023/4/3.04

Nur, H. R. (2024). The Competence in the Digital Era in Improving Public Service Performance. Entrepreneur: Jurnal Bisnis Manajemen dan Kewirausahaan, 5(1), 61-72.

Nurnadhifa, H., & Syahrina, L. (2021). Implementasi Sistem Merit dalam Manajemen Pegawai Negeri Sipil di Kementerian Keuangan Republik Indonesia. Widya Manajemen, 3(2), 138-149.

Nursyamsina. (2014). Practical Training : MALAYSIAN ADMINISTRATIVE MODENISATION AND MANAGEMENT PLANNING UNIT (MAMPU)”Diakses melalui laman : <https://ir.uitm.edu.my/id/eprint/102732/1/102732.pdf>

OECD/ADB. (2019). Government at a Glance Southeast Asia 2019, Paris : OECD Publishing.

Office of the Civil Service Commission (OCSC). (2014). Management measures and government workforce development (2014-2018) and guidelines. Nonthaburi: Century Company

Office of the Civil Service Commission (OCSC). (2020). Roles and Responsibilities of OCSC’s Internal Units. [Online] Available at: <https://www.ocsc.go.th/english/ocsc-structure>

Office of the Public Sector Development Commission (OPCD). (2023). The history of the Office of the Public Sector Development Commission. (OPDC). Diakses melalui laman : <https://opdc.go.th/content/OQ/?lang=en>

Office of the Civil Service Commission (OCSC). (2024). RECRUITMENT IN THAI CIVIL SERVICE. Diakses melalui laman : <https://job.ocsc.go.th/images/Knowledge/633590776965202500.pdf>

Open Gov Asia. (2023). Indonesia: Better Managing Talent in the Public Sector. Diakses melalui laman : <https://opengovasia.com/2023/02/23/indonesia-better-managing-talent-in-the-public-sector/>

Parliament of Malaysia. (2019). The Official Portal of Parliament of Malaysia. Diakses melalui <http://www.parlimen.gov.my/index.php?&lang=en>

Perdana, P., & Utami, A. (2022). STUDI KOMPARATIF EKONOMI KREATIF DI DUNIA. Ar Rehla: Journal of Islamic Tourism, Halal Food, Islamic Traveling, and Creative Economy, 2(1), 72-91. <https://doi.org/10.21274/ar-rehla.v2i1.5510>

Pertiwi, W.K. & Pratomo, Y. (2024). AWS Tambah Investasi di Pasar Asia Tenggara. Diakses melalui laman: <https://tekno.kompas.com/read/2024/12/09/08050097/aws-tambah-investasi-di-pasar-asia-tenggara>

Pratama, M.Y. (2021). Urgensi dan Upaya Pemerintah untuk Transformasi Digital Indonesia. Diakses melalui laman <https://katadata.co.id/indepth/opini/61c562cba3dc7/urgensi-dan-upaya-pemerintah-untuk-transformasi-digital-indonesia>.

Prime Minister's Department. (2015). Eleventh Malaysia Plan 2016-2020: Anchoring Growth on People, s.l.: s.n.

Poocharoen, O., & Lee, C. (2013). Talent Management in the Public Sector: A comparative study of Singapore, Malaysia, and Thailand. Public Management Review, 15(8), 1185–1207. doi:10.1080/14719037.2013.816525

Popa, I., Dobrin, C., Popescu, D., & Draghici, M. (2011). Competitive advantage in the public sector. Theoretical and Empirical Researches in Urban Management, 6(4), 60-66.

Putranto, Ricky A., et al. (2022). "Manajemen Talenta pada Sektor Publik: sebuah Studi Literatur Serta Arah Model Kajian untuk Masa Depan." Jurnal Manajemen dan Profesional, vol. 3, no. 2, 2022, pp. 176-211, doi:10.32815/jpro.v3i2.1463.

Putri, A. (2024). Perbandingan Demokrasi dan Stabilitas Politik Indonesia dan Malaysia. Diakses melalui laman : <https://kumparan.com/ananda-putri-1730201594564880397/perbandingan-demokrasi-dan-stabilitas-politik-indonesia-dan-malaysia-240Qp30qVlQ>

Putrianti, D S., et al. (2023). Understanding Indicators of Talent Acquisition and Retention of Different Generations in Building Talent Management: A Case



Study of DKI Jakarta Provincial Government. Policy & Governance Review, 7(1), 86-107.

Rabbi, F., Ahad, N., Kousar, T., & Ali, T. (2015). Talent management as a source of competitive advantage. Journal of Asian business strategy, 5(9), 208-214.

Ramli, A.A., Isa, A., Baharin, N.L. & Ibrahim, H.I. (2018). The role of talent management in the relationships between employee engagement: A Study of GLCs. Web of Conference 150: 1-6.

Rosyadi, S. (2014). Prospek Pengembangan ASN Berbasis Merit: Peluang dan Tantangan untuk Membangun Birokrasi Profesional dan Berintegritas. Jurnal Kebijakan dan Manajemen PNS, 8(1), 53-60.

Roland, D., Klier, J., & McConnell, M. (2024). Shaping tomorrow's talent agenda for the public sector. Diakses melalui laman : <https://www.mckinsey.com/industries/public-sector/our-insights/shaping-tomorrows-talent-agenda-for-the-public-sector>

Sadangharn, P. (2010). The determinants of talent retention in the Thai public sector. Dissertation. School of Public Administration National Institute of Development Administration. Diakses melalui laman : <https://libdcms.nida.ac.th/thesis6/2010/b166707.pdf>

Sarnthoy, P. (2018). The role of human resource management practices in promoting good governance in the Thai civil service. Diakses melalui laman : <https://repository.nida.ac.th/items/13750d70-56b3-411e-95ba-2d1df6bb7048>

Schuler, R.S., Jackson, S.E. and Tarique, I., (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. Journal of World Business, 46 (4), pp.506-516

Sepriano, S., et al (2023). Transformasi Administrasi Publik Menghadapi Era Digital. PT. Sonpedia Publishing Indonesia.

Seno, R. H. (2022). Menuju manajemen talenta sektor publik: Faktor yang memengaruhi, tantangan, dan strategi. Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik, 25(2), 159-184.

Shulga, L. V., & Busser, J. A. (2019). Talent Management Meta Review: A Validity Network Schema Approach. International Journal of Contemporary Hospitality Management, 31(10), 3943–3969. <https://doi.org/10.1108/IJCHM-10-2018-0876>.

Simanungkalit, J. (2004). Civil Service System ASEAN. Diakses melalui laman : https://www.academia.edu/4501989/Civil_Service_System_ASEAN

Soong, K.K. (2023). On DAP, the civil service and reforms. Diakses melalui : <https://www.malaysianow.com/opinion/2023/02/13/on-dap-the-civil-service-and-reforms>

Stefhany, C., & Juwita, J. (2024). Penggunaan Distribusi Sampling Untuk Mengidentifikasi Kesenjangan Digital Berdasarkan Data Akses Digital. *JURNAL ILMIAH NUSANTARA*, 2(1), 107-111.

Sudianing, N. K., & Seputra, K. A. (2019). Peran sistem informasi pemerintahan daerah dalam menunjang peningkatan kualitas perencanaan pembangunan daerah. *Locus*, 11(2), 112-133.

Sudrajat A, Fahrani NS, Nugroho AA, et al. (2024). Enhancing civil servant career development: A talent management approach in Indonesia. *Journal of Infrastructure, Policy and Development*. 8(7): 4832. <https://doi.org/10.24294/jipd.v8i7.483>

Suhendar, T. N., & Fathurrahman, R. (2023). Comparative Study of Indonesian and Malaysian Civil Service Reform. *Journal of Social Research*, 2(7), 2542-2561.

Suk Kim, P., & Kotchegura, A. (2017). Talent Management in Government in Times of Economic Instability: Selected Cases from The Brics Countries. *Public Money and Management*, 37(1), 7–14. <https://doi.org/10.1080/09540962.2016.1249223>.

Sumantoro, I. B. (2018). Kategorisasi PNS dan PPPK dalam Undang-Undang Nomor 5 Tahun 2014 tentang ASN ditinjau dari Sudut Pandang Transisi Kepegawaian. *Jurnal Bisnis Darmajaya*, 4(2), 27-33.

Susilawati, F. E., Yanti, R., & Erni, E. (2023). Transformasi Digital Pemerintah (Studi Kasus: Implementasi e-Government dan Hambatannya). *Journal Social Society*, 3(2), 80-94.

Swailies, S., Downs, Y., & Orr, K. (2014). Conceptualizing inclusive talent management: potential , possibilities and practicalities. *Human Resource Development International*, 17(5), 529–544. <https://doi.org/10.1080/13678868.2014.954188>

Syah, AF. (2022). Talent Management Based on Smart ASN in Government Environment (A Conceptual Framework), *Civil Service Journal*, Vol.16 No. 2.

Tafti, M. M., Mahmoudsalehi, M., & Amiri, M. (2017). Critical Success Factors, Challenges and Obstacles in Talent Management. *Industrial and Commercial Training*, 49(1), 15–21. <https://doi.org/10.1108/ICT-05-2016-0036>.

The Edge Malaysia. (2019). Cover Story: Can the civil service be downsized? . Diakses melalui laman : <https://theedgemalaysia.com/article/cover-story-can-civil-service-be-downsized>

The Nation. (2024). Thailand aims to be regional hub of digital economy. Diakses melalui laman : <https://www.nationthailand.com/business/economy/40040422>

The United Nations. (2022). E-Government Survey 2022 The Future of Digital Government - E-Government Development Index. Diakses melalui laman : <https://desapublications.un.org/sites/default/files/publications/2022-09/Web%20version%20E-Government%202022.pdf>



The United Nations. (2024). UN E-Government Survey 2024 (E-Government Development Index-EGDI)-Accelerating Digital Transformation for Sustainable Development. Diakses melalui laman : <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey->

Thunnissen, M., Boselie, P., and Fruytier, B. (2013). A review of talent management: ‘infancy or adolescence’? The International Journal of Human Resource Management, 24(9), 1744-1761. <http://dx.doi.org/10.1080/09585192.2013.777543>

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. doi:10.1177/0091026017721570

Tjiptoherijanto, P. (2012). Civil Service Reforms in Thailand: Political Control and Corruption. Diakses melalui laman : <https://www.lpem.org/repec/lpe/papers/wpebII-3.pdf>

Torres-Porras, A., & Duarte-Amaya, H. (2018). E-Government development index analysis in South America Region: Challenges and improvement opportunities. 2018 5th International Conference on EDemocracy and EGovernment, ICEDEG 2018, Cl, pp. 275–280.

UN E-Government Survey 2022 (EDGI). 2022.“The Future of Digital Government”. Diakses melalui : <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2022>

Vaiman, V., & Vance, C. M. (2008). Smart talent management: building knowledge assets for competitive advantage. Edward Elgar Publishing Ltd.

Van Dijk, H. (2009). Administration Vs. Talent: The Administrative Context for Talent Management. Journal of Public Administration2, 44(3), 520–530

Vasilieva, E. V., Pulyaeva, V. N., & Yudina, V. A. (2018). Digital competence development of state civil servants in the Russian Federation. Бизнес-информатика, (4 (46) eng), 28-42.

West, D. (2005). Digital government. Technology and public sector performance. Princeton, NJ:Princeton University Press.

Winanti, P.S. (2024). Komparasi Kebijakan Digital. DIHI Student Working Papers, Vol.7No. 1. Universitas Gadjah Mada. 6-7

Wongwuttiwat, J., & Lawanna, A. (2018). The digital Thailand strategy and the ASEAN community. The Electronic Journal of Information Systems in Developing Countries, 84(3), e12024.

Woo, K. H. (2015). Recruitment Practices in the Malaysian public sector: innovations or political responses?. Journal of Public Affairs Education, 21(2), 229-246.



UNIVERSITAS
GADJAH MADA

Transformasi Digital dan Manajemen Talenta di Sektor Publik : Studi Komparatif Strategi Kebijakan
Manajemen Talenta di Indonesia, Malaysia, dan Thailand
Cut Medika Zellatifanny, Randy Wirasta Nandyatama, S.I.P., M.Sc., Ph.D.,
Universitas Gadjah Mada, 2024 | Diunduh dari <http://etd.repository.ugm.ac.id/>

World Bank. (2016). World Development Report 2016: Digital Dividends.
Washington, DC: World Bank. doi:10.1596/978-1-4648-0671-1

World Bank. (2020). Escaping the Middle-Income Trap: Long-Term Growth Scenarios for Thailand. Diakses melalui laman : <https://www.worldbank.org/en/events/2020/07/09/escaping-the-middle-income-trap-long-term-growth-scenarios-for-thailand>

World Bank. (2020). ASN's Digital Literacy & Leadership as the Enablers of Indonesian Digital Government Transformation. Diakses melalui laman:www.wantiknas.go.id/wantiknas-storage/file/img/materi/2020/Juli/28%20Juli%202020-worldbank/Worldbank-ASN%20Digital%20Literacy%20&%20Leadership%20ver%201.4_compressed%20(1)_compressed_compressed_compressed_compressed.pdf

World Economic Forum. (2023). Future of jobs 2023: These are the most in-demand skills now - and beyond. Diakses melalui laman : <https://www.weforum.org/agenda/2023/05/future-of-jobs-2023-skills/>

Yi, L.K, & Mazelin, A. (2021). MYDIGITAL - MALAYSIA DIGITAL ECONOMY BLUEPRINT. Diakses melaui : https://naqiz.com/wp-content/uploads/2021/02/MyDigital-Malaysia_Digital_Economy_Blueprint.pdf

Yodhaboribal, S & Yamnill, S. (2021). Managing Talented Professionals at the Ministry of Public Health of Thailand: Success and Challenges. Diakses melalui laman:https://www.ijicc.net/images/Vol_15/Iss_2/15216_Yodhaboribal_2021_E1_R.pdf#:~:text=USN%20Journal

Zamri, N., & Mohideen, F. B. S. (2021). The practicality of mobile applications in healthcare administration and COVID-19 pandemic. Ulum Islamiyyah, 117-130.