

Competency-Based Talent Management and Psychological Outcomes in State Owned Enterprises

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ABSTRACT

This study aims to explore the implementation of competency-based talent management and its impact on employee psychological outcomes in State-Owned Enterprises (SOEs). The research method used is a qualitative case study design, through in-depth interviews, focus group discussions (FGDs), and document analysis, with purposive selection of informants involving HR managers, unit leaders, and employees participating in the talent management program. The results show that the implementation of competency-based talent management has a positive effect on motivation, job satisfaction, and organizational commitment. The main supporting factors include management support, career path transparency, and a merit-based organizational culture. However, obstacles that arise include long bureaucracy, limited resources, and nepotism practices. This study confirms that the effectiveness of competency-based talent management is not only related to organizational performance, but also contributes significantly to employee psychological well-being.

Keywords: BUMN; Competence; Psychological Outcomes; Talent Management

INTRODUCTION

The general context of this research stems from the strategic position of State-Owned Enterprises (SOEs) as large organizations with a vital role in the national economy. As the backbone of key sectors, SOEs are required not only to contribute to state revenue but also to ensure their sustainability and competitiveness amidst increasingly fierce global competition. (Manek & Subiyanto, 2025). In facing the complexities of the modern business environment, state-owned enterprises are required to have superior, competent, and adaptable human resources. However, the challenges that arise are not only related to recruiting new talent, but also how to retain, develop, and motivate employees to remain productive and highly committed to the organization. (Muhammadiyah University of Sidoarjo et al., 2023).

In practice, state-owned enterprises often face obstacles in talent management, such as rigid bureaucracy, lack of flexibility in management systems, and the need for a more competency-based organizational culture transformation. (Susilo, 2025) This is



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increasingly urgent given the increasing demands for performance and public expectations for transparency, efficiency, and quality of SOE services. Therefore, the implementation of competency-based talent management is crucial to ensure that HR management strategies are not only oriented towards meeting short-term needs but also able to create long-term impacts on employee psychological outcomes, such as motivation, job satisfaction, and organizational commitment. Therefore, strengthening a competency-based talent management system can be a key solution in addressing the strategic challenges faced by SOEs.

The main issue that arises in this context is that although many state-owned enterprises have implemented talent management as part of their human resource management strategy, its implementation still faces a number of limitations, particularly in terms of implementing a competency-based approach. The variation in the implementation of competency-based talent management across state-owned enterprises indicates that there is no uniform standard, resulting in varying levels of implementation across companies.(Resyah et al., 2024)Some state-owned enterprises (SOEs) still emphasize administrative and structural aspects, while employee competency-oriented development often receives less serious attention. This results in the potential that could be optimized through talent management systems not being fully realized.

These implementation gaps impact employee psychological outcomes, which are crucial for organizational sustainability. Work motivation, job satisfaction, and organizational commitment often fall short of optimal levels because talent management systems fail to fully address both individual needs and the organization's strategic objectives. If employee competencies are not properly identified, developed, and utilized, talent management risks becoming a mere formality without significantly impacting employee performance or psychological well-being. Therefore, a key issue that needs to be addressed is how state-owned enterprises (SOEs) can integrate a competency-based approach more consistently, effectively, and sustainably to truly improve employee psychological outcomes while strengthening organizational competitiveness.(Diniarsa & Batu, 2023).

Previous literature shows that most research on talent management focuses more on technical aspects, such as succession planning, skills development, and employee recruitment and retention strategies. These studies generally highlight the direct relationship between talent management implementation and improved organizational performance or individual productivity.(Oladimeji et al., 2023)This approach is indeed important because it emphasizes the system's effectiveness in achieving business goals. However, an overly dominant focus on technical and performance aspects often overlooks the psychological dimension, which is also crucial to the success of talent management implementation.

In the context of BUMN, studies on the psychological impact of implementing competency-based talent management, such as work motivation, job satisfaction, and organizational commitment, are still relatively rarely discussed in depth.(Liu, 2021). In fact, employee psychological outcomes play a significant role in creating a healthy, productive, and sustainable work environment. When this aspect is not addressed, talent management systems risk becoming merely administrative mechanisms without adding value to employee well-being or organizational sustainability.(Sati & Izzati, 2025)Thus, there is a research gap that needs to be filled to more comprehensively understand how competency-based talent management can impact the psychological well-being of employees in state-owned enterprises.

An identifiable research gap is the lack of studies specifically exploring how the implementation of competency-based talent management holistically impacts employee psychological outcomes in the context of state-owned enterprises (SOEs) in Indonesia. Most previous research has focused on the relationship between talent management and improved organizational performance or the technical aspects of HR management, while psychological dimensions such as motivation, job satisfaction, and organizational commitment have not received much in-depth study.

Furthermore, existing research is generally fragmented, addressing only one aspect of employee psychology without examining the interrelationships between these outcomes as a whole. A more holistic understanding is crucial for providing a complete picture of how a competency-based talent management system can support employee psychological well-being while strengthening organizational competitiveness. This situation highlights the need for more focused and in-depth research to address this gap in the literature, particularly in the unique context of Indonesian state-owned enterprises (SOEs), characterized by bureaucratic structures, strict regulations, and high-performance demands.

The novelty of this research lies in its emphasis on the relationship between the implementation of competency-based talent management and employee psychological outcomes in the context of state-owned enterprises (SOEs) in Indonesia. Unlike previous research, which focused more on technical aspects and direct links to organizational performance, this study presents a new perspective by exploring how a competency-based talent management system can influence employee motivation, job satisfaction, and organizational commitment. This focus provides an important contribution because psychological outcomes are the foundation for long-term performance, organizational sustainability, and a quality work environment.

Furthermore, the use of a qualitative approach is a key differentiator that strengthens the novelty of this research. Through in-depth interviews, focus group discussions (FGDs), and documentation studies, this research is able to comprehensively capture the experiences, meanings, and perceptions of the subjects, which are often not captured through quantitative approaches. Thus, this research not only provides theoretical contributions to expanding the talent management literature but also offers practical contributions for state-owned enterprises (SOEs) in designing talent management strategies that are more oriented towards employee psychological well-being while enhancing organizational competitiveness.

The objectives of this study are, first, to identify competency-based talent management practices currently implemented in state-owned enterprises (BUMN), thus providing an overview of the strategies, mechanisms, and approaches used in competency-based talent management. Second, this study aims to analyze how the implementation of competency-based talent management impacts employee psychological outcomes, particularly related to motivation, job satisfaction, and organizational commitment, as important factors influencing the sustainability of individual and organizational performance.

Furthermore, the third objective of this research is to provide relevant recommendations for competency-based human resource development, enabling SOEs to improve employee psychological well-being while simultaneously strengthening organizational competitiveness. By achieving this objective, the research is expected to contribute both academically by expanding the literature on talent management and practically by formulating more effective and sustainable HR policies within SOEs.

METHODOLOGY

This research method uses a qualitative approach with a case study design to deeply understand the implementation of competency-based talent management and its implications for the psychological outcomes of employees in state-owned companies.(Heravi et al., 2021)This approach was chosen because it can explore the meaning, perceptions, and experiences of research subjects in a real-world context that cannot be fully explained through quantitative data. The research was conducted at several state-owned enterprises (SOEs) that have implemented competency-based talent management systems, with research subjects including HR managers, work unit leaders, and employees participating in talent management programs. Informants were selected purposively, selecting individuals who were most relevant and experienced in the research topic.

Data was collected through in-depth interviews, focus group discussions (FGD), and documentation studies on HR policies and competency development programs in BUMN.(Ulpah et al., 2022)Interviews were used to capture individual perceptions, while focus group discussions (FGDs) enriched the data through interactions between informants. The data obtained were then analyzed using thematic analysis, through a process of transcription, initial coding, identification of key themes, and interpretation to identify the relationship between competency-based talent management and employee psychological conditions, such as motivation, job satisfaction, and organizational commitment. To ensure data validity, source and method triangulation techniques were used by comparing information from various informants and combining interviews, FGDs, and document analysis.

RESULTS AND DISCUSSION

Table 1. Relationship between Competency-Based Talent Management and Psychological Outcomes in BUMN

Competency Based	Implementation in BUMN	Psychological Impact on Employees	Supporting Factors	Inhibiting Factors
Selection & Placement	Based on individual competency mapping	Increase self-confidence and sense of justice	The existence of clear competency standards	Internal bias, limited competency data
Training & Development	Training programs according to competency needs	Increase intrinsic motivation and job satisfaction	Management support and training access	Budget constraints, employee resistance
Career Planning	Career paths are structured based on competencies	Increase organizational commitment and loyalty	Career path transparency	Long bureaucracy, lack of communication

Performance assessment	Competency indicator-based evaluation	Providing clarity and a sense of appreciation	Objective assessment system	Lack of consistency in implementation
Talent Retention & Promotion	Promotion based on competency achievement	Increase satisfaction and sense of belonging	Organizational culture supports merit system	Nepotism, lack of monitoring effectiveness

Source: 2025 Data Processing Results

The table illustrates the relationship between key aspects of competency-based talent management in state-owned enterprises (SOEs) and employee psychological outcomes, along with supporting and inhibiting factors. In terms of selection and placement, competency-based implementation creates fairness in recruitment, resulting in more confident and motivated employees. This is supported by clear competency standards, but is hampered by internal bias and limited profile data. Training and development tailored to individual competencies has been shown to increase intrinsic motivation and job satisfaction, with management support and access to training as reinforcements, despite budget constraints and employee resistance.

Competency-based career planning provides clarity of career direction and strengthens commitment and loyalty, with transparency of career paths a key factor. However, lengthy bureaucracy and ineffective communication pose challenges. In terms of performance appraisal, the use of competency indicators makes employees feel professionally valued, although inconsistent implementation poses a barrier, even with the support of an objective system.(Saputra & Heliyani, 2024)Meanwhile, competency-based talent retention and promotion increase satisfaction, a sense of belonging, and loyalty, with a merit system as a key support, but are still hampered by nepotism and weak monitoring of program effectiveness.

Implementation of Competency-Based Talent Management

The implementation of competency-based talent management in state-owned enterprises (SOEs) has essentially begun through a system of employee selection, placement, and development based on individual competencies. This system aims to ensure that each position is filled by an employee who possesses the abilities, knowledge, and skills appropriate to the job requirements, thereby supporting the organization's effective performance. Competency-based selection also helps SOEs reduce the risk of mismatch between employees and jobs and encourages a more structured and objective career development process.('Advancing Workforce Competency', 2024).

In addition, BUMN has developed various training and development programs tailored to individual competencies, both through internal training, professional certification, and collaboration with external institutions.(Musafah & Nurfuadi, 2025)This program focuses not only on improving technical skills but also includes the development of soft skills, leadership skills, and adaptability to a changing business environment. This approach enables employees to gain relevant and sustainable learning experiences, ultimately supporting increased motivation, job satisfaction, and commitment to the organization.

However, the level of implementation of competency-based talent management in state-owned enterprises (SOEs) still varies across work units and departments. This

difference is often influenced by the readiness of human resource infrastructure, managerial support, and consistency of policy implementation at the organizational level. Some units have been able to optimally implement this system by utilizing digital technology and modern management practices, while others still face obstacles, such as limited resources, resistance from the organizational culture, and a lack of understanding of the importance of competency as the basis for talent management. This situation indicates the need for a strategy to harmonize and strengthen the system so that the implementation of competency-based talent management across SOEs can be more consistent and effective.(Idrus et al., 2023).

Impact on Employee Motivation

Employees who participate in competency-based programs generally show increased intrinsic motivation because they feel their potential and expertise are valued and facilitated by the organization (Idrus et al., 2023). Developing competencies tailored to individual needs not only helps employees improve their technical and soft skills but also fosters self-confidence, job satisfaction, and a drive to contribute more to achieving organizational goals. This demonstrates the critical role of competency-based talent management systems in creating a healthier and more productive work environment.

However, on the other hand, challenges arise for employees who feel their competencies are not fully recognized or are not aligned with the direction of the talent management program. These feelings can lead to frustration, decrease motivation, and even reduce commitment to the organization.(Dhiya et al., 2025). The gap between individual expectations and organizational policies has the potential to create a sense of unfairness, especially if the selection, placement, and development processes are not conducted transparently and consistently. Therefore, it is crucial for SOEs to ensure open communication mechanisms, objective evaluations, and inclusive development strategies so that every employee feels recognized and has a fair opportunity within a competency-based talent management system.

Influence on Job Satisfaction

The implementation of competency-based talent management has been proven to increase employee job satisfaction by providing clarity on career paths and recognition of individual abilities. With a transparent and measurable system, employees can understand opportunities for self-development and the direction of their careers within the organization. This clarity creates a sense of security and increases trust in company policies, as employees feel they are being treated fairly based on their capacity and competency. Furthermore, recognition for their contributions and skills is a crucial factor in strengthening emotional attachment to the organization.(Riatmaja et al., 2024).

However, the success of this system is not without a number of persistent obstacles, particularly those related to internal bureaucracy and ineffective communication. Lengthy and multi-layered administrative processes can slow decision-making, thereby reducing the organization's agility in adapting competency development programs. Furthermore, suboptimal communication between management and employees can lead to misunderstandings, dissatisfaction, and even perceptions of unfairness in the implementation of talent management.(Malik & Singh, 2022)This situation has the potential to diminish the positive effects of the competency-based system that has been designed, so efforts are needed to simplify bureaucratic procedures and increase open communication to ensure that the benefits of talent management are truly felt by all

employees.

Influence on Organizational Commitment

Employees who feel their competencies are valued tend to demonstrate higher loyalty and commitment to the organization. Recognition of their skills and contributions creates a sense of belonging and increases trust in the company. In the context of state-owned enterprises (SOEs), where organizational stability and sustainability are priorities, high employee loyalty is a crucial asset for maintaining long-term performance and building a positive work culture. This demonstrates that recognition for competency not only impacts individual satisfaction but also strengthens the foundation of the organization as a whole.(Hamisah & Nawawi, 2023).

Employee commitment is heavily influenced by several important factors, such as the consistency of talent management programs, management support, and the availability of tangible career development opportunities. When talent management programs are implemented continuously and consistently, employees feel more confident that their development efforts are worthwhile. Strong management support also serves as validation that their competencies are seriously valued. Furthermore, the availability of clear career opportunities motivates employees to continuously improve their competencies and contribute more to the organization. This combination of factors is key to strengthening employees' long-term commitment to state-owned enterprises.(Gunawan et al., 2023).

Supporting and Inhibiting Factors

Supporting factors in the implementation of competency-based talent management in BUMN include full support from management, an organizational culture that encourages competency development, and transparency in every process.(Aminullah et al., 2025)Management support is crucial as it underpins the program's sustainability, both through the provision of strategic policies and the allocation of adequate resources. An organizational culture that values learning and self-development also strengthens employee motivation to actively participate in the program. Furthermore, transparency in the talent selection, placement, and development process fosters a sense of fairness, thereby increasing employee trust and engagement in the talent management system.

On the other hand, several inhibiting factors remain challenges, including limited resources, employee resistance to change, competency gaps, and program incompatibilities with individual needs. Limited resources, whether in the form of budget or infrastructure, can limit the scope and quality of competency development programs. Employee resistance often arises when changes to systems or new methods are perceived as disruptive to their work environment. Furthermore, competency gaps between employees also complicate the process of developing uniform programs, while program incompatibilities with individual needs can reduce effectiveness and reduce employee motivation to participate.(Zai et al., 2024)Therefore, adaptive strategies and continuous improvement are needed to optimize supporting factors and minimize obstacles.

The interpretation of the findings of this study shows that there is a positive relationship between the implementation of competency-based talent management and various employee psychological outcomes, such as motivation, job satisfaction, and organizational commitment.(Sunari & Hamizar, 2024)This confirms that a competency-focused HR management system can create a more meaningful work experience for employees. When individuals feel their abilities are recognized, valued, and facilitated

through a clear career path, they are motivated to be more loyal and contribute optimally to achieving organizational goals. Thus, implementing competency-oriented talent management not only supports work effectiveness but also improves the balance between organizational demands and employee psychological needs.

Further discussion emphasized that the effectiveness of talent management should be measured not only by operational performance but also by the extent to which these policies impact employee psychological well-being. This perspective presents a holistic approach to HR management, where productivity and psychological dimensions complement each other. In the context of state-owned enterprises (SOEs), this is particularly important given the bureaucratic nature of the organization and its high level of public demand. If employee psychological well-being is neglected, the potential for demotivation, turnover, or decreased commitment will increase, ultimately hampering organizational performance. Therefore, this study emphasizes the need to integrate competency-based strategies with efforts to maintain employee psychological well-being as key to the sustainable competitiveness of SOEs.(Wang et al., 2022).

CONCLUSION

The study "Competency-Based Talent Management and Psychological Outcomes in State-Owned Enterprises" concluded that the implementation of competency-based talent management in state-owned enterprises (SOEs) has a positive impact on employee psychological aspects, particularly motivation, job satisfaction, and organizational commitment. Implementation through competency-based selection, training, performance appraisals, and career paths has been proven to increase a sense of fairness, clarity of career direction, and appreciation for individual abilities. This positive psychological impact arises when the program is implemented consistently, transparently, and aligned with employee competency needs. Key supporting factors include management support, a merit-based organizational culture, and a structured competency system. While obstacles still faced include lengthy bureaucracy, limited resources, employee resistance, and nepotism in promotions. Thus, this study confirms that the success of talent management is not only measured by organizational performance, but also by the psychological well-being of employees as the foundation for the sustainable competitiveness of SOEs.

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