

ABSTRACT

This study is motivated by observed disparities and low participation among talented employees in talent development programs, a heavy reliance on supervisor recommendations during the development process, and indications of favoritism regarding access to talent development—all stemming from variations in supervisor-subordinate relationships at PT. X. The study aims to analyze how talent management and paternalistic leadership are practiced at PT. X, how the quality of supervisor-subordinate relationships influences access to talent development, and the underlying issues within the company's talent development practices.

A qualitative approach with a case study design was employed. Data were gathered through in-depth interviews with five informants—comprising Human Resources representatives, direct supervisors, and employees—and subsequently analyzed using data reduction, data display, and conclusion-drawing techniques, with validation achieved through triangulation.

The findings shows that talent management implementation remains heavily dependent on the supervisor's role as the primary decision-maker regarding access to various talent development programs. Paternalistic leadership—characterized by dimensions of benevolence, moral leadership, and authority—shapes the quality of supervisor-subordinate relationships (Leader-Member Exchange). These relationship variations result in unequal access to talent development opportunities; employees with closer ties to their supervisors tend to receive greater support, recommendations, and development opportunities compared to those with less close relationships. Overall, the study demonstrates that the centralization of decision-making in the hands of supervisors, combined with leadership styles and interpersonal relationship dynamics, creates the potential for subjectivity and favoritism in talent development practices.

Keywords: Paternalistic leadership, Leader-Member Exchange (LMX), favoritism, talent development, talent management.