

The Implementation of Talent Management Implementation at Regional Employee Agency Wonogiri Regency Central Java

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ABSTRAK

Reformasi Birokrasi ialah rancangan perubahan sistem birokrasi Indonesia dalam rangka mengikuti dinamika di masyarakat dan perkembangan global. Salah satu area perubahan dari RB adalah area sumber daya manusia. Manajemen Talenta merupakan tindak lanjut pelaksanaan RB untuk menciptakan tata kelola ASN yang lebih baik. Tujuan dari penelitian ini ialah untuk mengetahui implementasi Manajemen Talenta di BKD Kabupaten Wonogiri dengan faktor pendukung dan penghambat serta upaya untuk mengatasinya melalui kajian teori Implementasi Kebijakan. Penelitian ini menggunakan metode penelitian kualitatif dengan observasi, wawancara, dan dokumentasi dalam mengumpulkan data penelitian. Berdasarkan hasil penelitian diketahui bahwa implementasi Manajemen Talenta di Kabupaten Wonogiri sudah berjalan dengan cukup baik didukung dengan: (1) komunikasi yang baik; (2) Komitmen Bupati Wonogiri; (3) Terdapat SOP yang jelas. Namun juga terdapat hambatan berupa: (1) belum ada assesor; (2) belum tersedia *Assesment Center*; (3) belum terdapat alokasi anggaran; (4) belum terdapat bidang khusus menangani Manajemen Talenta. Upaya yang dilakukan berupa: (1) sertifikasi pegawai assesor; (2) pengusulan pembangunan *Assesment Center*; (3) permohonan alokasi anggaran; (4) pengembangan struktur organisasi.

Kata Kunci : Implementasi, Manajemen Talenta, Sistem Merit

ABSTRACT

Bureaucratic Reform (RB) in Indonesia represents a strategic redesign of the bureaucratic system to adapt to societal and global dynamics. Within the spectrum of RB-induced changes, particular attention is given to human resources, with Talent Management emerging as a pivotal element aimed at enhancing the governance of civil servants (ASN). This research seeks to explore the implementation of Talent Management in the Regional Employee Agency (BKD) of Wonogiri Regency, examining both supporting and inhibiting factors, and proposing solutions in line with Policy Implementation theory. Employing qualitative research methods encompassing observation, interviews, and documentation, the study reveals that the implementation of Talent Management in Wonogiri Regency is generally commendable, driven by effective communication, the commitment of the Wonogiri Regent, and clear Standard Operating Procedures (SOPs). Nevertheless, challenges include the absence of assessors, lack of an Assessment Center, insufficient budget allocation, and the absence of a dedicated field for Talent Management. Mitigation efforts involve certifying assessor employees, proposing the

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construction of an Assessment Center, requesting budget allocations, and refining the organizational structure to address these challenges and further enhance the Talent Management framework.

Keywords: *Implementation, Merit System, Talent Management*

Introduction

The impediments to development in Indonesia persist due to challenges within its bureaucratic system, characterized by subpar performance in administrative services and a persistently high level of corruption. This is evident in global assessments such as The Global Competitiveness Report 2014-2015, where Indonesia is ranked 37th out of 140 countries, and the World Bank's Worldwide Governance Indicators, indicating a notably low government effectiveness index of -0.01 in 2014.

Beyond international concerns, domestic issues further plague the Indonesian bureaucracy, encompassing inadequate service delivery to the public and the politicization of administrative processes, particularly since the era of decentralization and regional autonomy. These challenges pose a potential threat to the nation's unity and integrity, highlighting a lack of professionalism within the bureaucratic apparatus, hindering its ability to fulfill its responsibilities effectively.

In response to this global challenge, the government has taken steps to address these issues through the implementation of Presidential Regulation of the Republic of Indonesia Number 81 of 2010, outlining the Grand Design of Bureaucratic Reform 2010 - 2025. This comprehensive plan aims to reshape the Indonesian bureaucratic system to align with the evolving needs of a developing society.

An essential aspect of this reform focuses on human resources, aiming to cultivate officials with qualities such as integrity, neutrality, competence, professionalism, and high performance in serving the community. This initiative aligns with the principles set forth in Law Number 5 of 2014 concerning the State Civil Apparatus, emphasizing the crucial role of the Civil servants as the frontline in delivering public services to the community.

In the management of Civil servants in Indonesia, the government employs a merit system as stipulated in Law Number 5 of 2014 concerning State Civil Apparatus (UU CIVIL SERVANTS). The merit system, as defined by this law, involves policies and management that are based on qualifications, competencies, and performance. This system is implemented fairly and impartially, without any form of discrimination. The overarching goal of the merit system in the Indonesian bureaucracy is to cultivate professional and integrity-driven civil servants by

placing them in government bureaucratic roles based on their competence, ensuring equitable compensation, fostering their development through guidance and training, and safeguarding their careers from politicization and policies conflicting with the merit principle.

A subsequent step in the implementation of the merit system is the incorporation of talent management into the civil servant management process. According to Krissetyanti, as discussed in the journal "Implementation of Internal Talent Management Strategy: Civil Servant Development," talent management is a process that involves the integrated strategy or system aimed at enhancing working conditions by refining recruitment and selection processes, developing, engaging, and retaining employees with skills and talents to meet the present and future needs of the organization (Krissetyanti, 2013).

Several regions in Indonesia, including Magelang City, Pekalongan City, Cilacap Regency, Pati, Salatiga City, Batang, Grobogan, Tegal Regency, Banjarnegara, Brebes, Wonosobo, Boyolali, Tegal City, Banyumas, Blora, Regency Semarang, Temanggung, Karanganyar, Purbalingga, Kendal, Kebumen, Kudus, and Wonogiri, have successfully implemented both merit and talent management systems in managing their apparatus. Notably, the Wonogiri Regency Government, as reported in the Detikjateng article, "Successfully Implementing the Merit System, 22 Regional Governments in Central Java Rewarded with Awards," achieved the highest category and received the top score in Solo Raya for implementing the merit system. This accomplishment was attributed to the implementation of talent management, a key pillar of the merit system, allowing the Wonogiri Regency Government to manage, place, and develop its employees according to their needs and competencies, as highlighted in the Solopos article "*Sistem Merit Pemkab Wonogiri Raih Angkat Baik Tertinggi di Soloraya.*"

Based on an interview conducted with Suci Indah Sari, the Head of the General and Employee Sub-Division at the Wonogiri Regency Regional Civil Service Agency, who was reached via WhatsApp, it was elucidated that the implementation of Talent Management aligning with Wonogiri Regent Regulation Number 72 of 2021, focused on Talent Management for Civil servants within the Wonogiri Regency Government, has been in effect for approximately one year following the enactment of the regent's regulation. During this period, several factors hindering the execution of Talent Management have been identified. These obstacles include a lack of comprehensive understanding among competent human resources regarding the concept of Talent Management. Consequently, conventional methods continue to be prevalent in the management processes of employees.

Given the aforementioned challenges, the researchers are motivated to investigate the implementation of talent management with the specific goal of enhancing the performance of Civil servants at the Regional Employee Agency (BKD) of Wonogiri Regency, Central Java Province. The interest in this research stems from the recognition that talent management for civil servants aims to foster a competitive advantage by harnessing the potential of civil servants to achieve optimal performance.

Research Methods

This descriptive qualitative research was performed using an inductive approach to examine the implementation of Talent Management for enhancing the performance of civil servants in the Regional Civil Service Agency (BKD) of Wonogiri Regency. The research implementation adhered to field facts related to Talent Management practices.

The researchers employed two data sources: primary data and secondary data. Primary data was gathered through direct observations in the field, specifically at the Wonogiri Regency Regional Civil Service Agency (BKD), involving the agency's employees. Secondary data collection involved gathering documents, archives, and reports from the Regional Civil Service Agency (BKD) of Wonogiri Regency. The analysis applied the theory of public policy implementation proposed by Edward III (1980), which posits that the success of public policy implementation can be gauged through four dimensions: communication, resources, disposition, and bureaucratic structure.

Results and Discussion

The analysis of Talent Management implementation in the Regional Employee Agency (BKD) of Wonogiri Regency is conducted through the lens of Edward III's public policy implementation theory (Edward III, 1980). This theory posits that the success of public policy implementation can be assessed based on four key dimensions: communication, resources, disposition, and bureaucratic structures. The ensuing discussion is organized into the following subchapters.

1. Implementation of Talent Management in Improving the Performance of Civil servants at the Regional Employee Agency of Wonogiri Regency, Central Java Province.

1.1 Communication

Based on the researchers' observations, the Wonogiri Regency Government executed the Socialization of the Proposed Promotion Process through the METEKU Application on June 16, 2022, at the Wonogiri Regency Regional Employee Agency. This event, attended by employee administrators from all work units in Wonogiri Regency, aimed to familiarize participants with the process of proposing promotions through the METEKU application, aligning with Talent Management principles.

Mr. Soehardi, S.E., M.M., the Head of the Transfer and Apparatus Development Division at the Wonogiri Regency Regional Employee Agency, led the Socialization of the Process for Proposing Promotion through the METEKU Application. He emphasized that the METEKU application was a response by the Wonogiri Regency Government to Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 3 of 2020, focusing on Talent Management for State Civil Apparatus. This initiative signifies the commencement of building an information system for Talent Management implementation within the Wonogiri Regency Government.

Additionally, the Wonogiri Regional Civil Service Agency created a video tutorial guiding employees on activating their METEKU application accounts. This tutorial, available on the Wonogiri Regency Regional Civil Service Agency's YouTube channel, illustrates the account creation process for Wonogiri Regency Government employees and provides insights into the METEKU application's features, promoting user understanding and familiarity.

Through these observations, researchers identified effective information transmission from the Regional Employee Agency of Wonogiri Regency through socialization activities and instructional content related to the METEKU application in Talent Management implementation. Furthermore, the researchers noted the clarity and consistency in the delivery of information concerning the execution of Talent Management in Wonogiri Regency.

To delve deeper into these findings, an interview was conducted with Mr. Djoko Purwidyatmo, S.Sos., M.M., the Head of the Wonogiri Regency Regional Employee Agency, on Monday, January 16, 2023, at the Wonogiri Regency Regional Employee Agency Office. During the interview, Mr. Purwidyatmo shared insights.

(The implementation of Talent Management in Wonogiri Regency has been applied since mid-2021 in conjunction with the issuance of Wonogiri Regent Regulation Number 72 of 2021 Regarding Talent Management for Civil servants in the Wonogiri Regency Government. The socialization process regarding the implementation of the advanced merit system, namely talent management, has been gradually carried out. Seminars and

training on talent management have also been provided to the Regional Organizations in Wonogiri Regency. In the Regional Employee Agency of Wonogiri Regency itself, as the pilot project for Talent Management in Wonogiri Regency, there have been six meetings related to the presentation of Talent Management implementation. In addition, training and education have been conducted for Computer Officials here to develop and manage the METEKU application (Talent and Employee Management Unit), which serves as the backbone in the implementation of Talent Management in Wonogiri Regency.)

From the aforementioned interview, it can be deduced that the transmission of information regarding policies undergoes a structured process involving stages of socialization and training. There is notable consistency in the information related to Talent Management in Wonogiri Regency. This consistency is anchored in the implementation of Talent Management, which is guided by Wonogiri Regent's Regulation Number 72 of 2021. This regulation specifically addresses Talent Management for Civil servants within the Wonogiri Regency Government, serving as the definitive benchmark for Talent Management implementation within the Regional Employee Agency of Wonogiri Regency.

This aligns seamlessly with the insights provided by Mr. Suratman, SE., M.M, the Secretary at the Wonogiri Regency Regional Civil Service Agency. In an interview conducted on Tuesday, January 17, 2023, Mr. Suratman emphasized:

(At the beginning of the Talent Management policy in Wonogiri Regency in general, and in the Regional Employee Agency of Wonogiri Regency in particular, we all did not know what Talent Management was and did not understand why Talent Management had to be implemented. This is because, traditionally, employee management was carried out based on the Ranking List of Civil Service (DUK), and promotions and appointments were made according to this list, not based on talent and employee competencies. As time has passed and with the socialization of Talent Management, we now understand and can implement the concept of employee management using Talent Management)

The provided statement highlights the clarity of information regarding the implementation of Talent Management at the Wonogiri Regency Civil Service Agency, following the completion of the Talent Management socialization process and the enforcement of Wonogiri Regent Regulation Number 72 of 2021. This regulation specifically addresses Talent Management for Civil servants within the Wonogiri Regency Government, serving as a comprehensive guideline for the Regional Employee Agency of Wonogiri Regency.

The Wonogiri Regency Government conducted the Socialization of the Proposed Promotion Process through the METEKU Application on June 16, 2022, at the Wonogiri Regency Regional Employee Agency. This event, attended by employee administrators from all work units in Wonogiri Regency, aimed to introduce the promotion proposal process through the

METEKU application, a key component of Talent Management. During the socialization activity, the process of creating an account for employees within the Wonogiri Regency Government was elucidated. Additionally, participants were provided with explanations about the functionalities of the METEKU application, enhancing their understanding and familiarity with its use.

1.2 Resources

According to the data collected by researchers from the Talent and General Employee Management (METEKU) application of the Wonogiri Regency Regional Employee Agency, it has been observed that only 426 out of the total 8,802 employees in Wonogiri Regency have participated in competency tests and subsequently been mapped into 9 quadrants. This mapping aligns with the Talent Box framework within Talent Management and is categorized based on the following details:

Table 1. Data on Employees who have Completed the Competence Test

Quadrant	Number of Employees
1	0
2	137
3	51
4	6
5	198
6	4
7	3
8	27
9	0
Total	426

Source : METEKU BKD Application in Wonogiri Regency, 2023

Based on the information provided in Table 1, it is evident that only 426 employees, constituting approximately 4.8% of the total workforce in Wonogiri Regency (8,802 employees), have undergone Competency Tests and talent mapping. The limited participation can be attributed to budget constraints, the absence of assessors, and the lack of Assessment Center facilities within Wonogiri Regency. Consequently, the implementation of competency tests faced challenges, prompting the Wonogiri Regency Government to seek assistance from the Human Resources Development Agency (BPSDM) of Central Java Province. Mrs. An Nur Indirawati, S.E., the Head of the General and Civil Service Subdivision at the Regional Civil Service Agency, shared insights during an interview conducted at the Regional Civil Service Office on Tuesday, January 18, 2023, stating that:

(In terms of human resources, the Regional Employee Agency of Wonogiri Regency is still constrained by the absence of functional assessor officials responsible for assessing the competency tests of employees. From a budget perspective, there are still limitations and it is not sufficient to test the competency of all employees in the Regional Employee Agency of Wonogiri Regency. Meanwhile, facilities for the Talent and General Employee Management Application Server (METEKU) are already available, but there is still a lack of assessment center facilities in Wonogiri Regency. As a result, employee competency tests are conducted at the Human Resources Development Agency (BPSDM) of Central Java Province, while seeking assistance from functional assessor officials of the Human Resources Development Agency (BPSDM) of Central Java Province.)

The interview underscores that the dimensions related to resources, including human resources, budgetary allocations, and facility resources, are currently suboptimal in supporting the effective implementation of Talent Management within the Regional Employee Agency of Wonogiri Regency. This observation aligns with the statement provided by Mr. Ida Rachmawati, S.ST, the Head of the Finance Subdivision at the Wonogiri Regency Regional Employee Agency, who elucidated that:

(There is currently no specific allocation designated for the implementation of Talent Management in the Regional Employee Agency of Wonogiri Regency. To conduct competency tests, we must prioritize leadership elements first. Due to budget constraints, not all employees can undergo competency tests for talent mapping. Therefore, the implementation of Talent Management has not progressed according to the expected targets.)

After conducting interviews with the aforementioned sources, it can be inferred that the Wonogiri Regency Regional Civil Service Agency is currently ill-prepared to implement Talent Management from a resource standpoint. The inadequacy lies in both the quantity and quality of human resources, as they lack sufficient competence necessary for effective Talent Management. Furthermore, the absence of a dedicated budget allocated specifically for Talent Management implementation contributes to the challenges faced by the agency. Additionally, the lack of Assessment Center facilities and functional assessor officials represents a crucial gap in the infrastructure required for successful Talent Management implementation. Addressing these deficiencies is imperative for the successful integration of Talent Management within the agency.

1.3 Disposition

According to the 2022 Wonogiri Regency Regional Civil Service Agency (BKD LKjP) report, the agency demonstrated commendable performance based on eight performance indicators. Out of these, six indicators surpassed their targets, earning them the distinction of

being categorized as "Very Good." Meanwhile, the remaining two indicators received a "Good" rating. The overall average percentage of performance achievements for the Wonogiri Regency Regional Civil Service Agency in 2022 stands at an impressive 148.25%, resulting in an overarching rating of "Very Good."

This outstanding performance is indicative of effective leadership that significantly contributes to the employees' accomplishments within the agency. Mr. Djoko Purwidyatmo, S.Sos., M.M, the Head of the Wonogiri Regency Regional Employee Agency, emphasized this positive trend during an interview with the researcher on Thursday, January 20, 2023. Mr. Purwidyatmo highlighted the key factors that have propelled the agency's success, affirming the presence of robust leadership support as a critical element in fostering employee performance.

(Mr. Joko Sutopo (Regent of Wonogiri) has requested us (Regional Employee Agency of Wonogiri Regency) to be a pilot project in the implementation of Talent Management in Wonogiri Regency. Considering that Wonogiri Regency has achieved an excellent rating in the merit system, we are encouraged to further develop and initiate Talent Management. This is aimed at ensuring that the implementation of the merit system and employee management operates more professionally, with employees occupying positions that best suit their capabilities.)

In line with this, Mr. Suratman, SE., M.M, the Secretary of the Regional Employee Agency of Wonogiri Regency, explained in an interview conducted by researchers on Thursday, January 20, 2023, that::

(The implementation of Talent Management in the Regional Employee Agency of Wonogiri Regency is fully supported by the Wonogiri Regency Government. The Regent has issued Regulation No. 72 of 2021 concerning Talent Management for Civil servants within the Wonogiri Regency Government. This regulation serves as a guide for the implementation of Talent Management in Wonogiri Regency in general and in the Regional Employee Agency specifically.)

The manifestation of Talent Management in Wonogiri Regency is underscored by a dedicated commitment, further reinforced by the official enactment of Wonogiri Regent Regulation Number 72 of 2021. This regulation specifically addresses Talent Management for Civil servants within the Wonogiri Regency Government. The primary goal of instituting Talent Management within the Wonogiri Regency Regional Civil Service Agency is to achieve effective and professional management of human resources in alignment with the objectives outlined in the agency's Strategic Plan (Renstra) for the period 2021-2026. This strategic initiative reflects a conscientious effort to optimize the utilization of employee in accordance with the agency's overarching mission and vision.

1.4 Bureaucracy Structure

Based on the researcher's interview with Mr. Wahono, S.H., MM, the Head of the Administration and Apparatus Development Division at the Regional Employee Agency of Wonogiri Regency on Friday, January 21, 2023, he explained that:

(The implementation of the merit system and Talent Management fully complies with Law No. 5 of 2014 regarding State Civil Apparatus and Government Regulation No. 11 of 2017 concerning Civil Servant Management. Meanwhile, the technical guidelines for the implementation of Talent Management in Wonogiri Regency are already outlined in Regent Regulation No. 72 of 2021 concerning Talent Management for Civil servants within the Wonogiri Regency Government.)

From the above interview, it is evident that the Standard Operating Procedure (SOP) for Talent Management is included in Regent Regulation No. 72 of 2021 concerning Talent Management for Civil servants within the Wonogiri Regency Government. This regulation serves as a guideline for the implementation of Talent Management in the Regional Employee Agency of Wonogiri Regency.

Mrs. An Nur Indirawati, S.E, the Head of the General and Employee Subdivision at the Regional Employee Agency of Wonogiri Regency, also explained on Friday, January 21, 2023, that:

(There is currently no specific team or department handling the implementation of talent management. In the Regional Employee Agency of Wonogiri Regency, the distribution of authority and responsibility related to Talent Management is still considered an additional duty and is coordinated across all departments within the Regional Employee Agency of Wonogiri Regency.)

As gleaned from the aforementioned interview, it has been identified that there is currently no designated department with specific duties and responsibilities solely dedicated to the implementation of Talent Management. Instead, responsibilities related to Talent Management are distributed based on the alignment of tasks and functions with the respective fields within the Wonogiri Regency Regional Employee Agency.

The researcher's observations reveal that the individual in charge, particularly the Head of the Wonogiri Regency Regional Employee Agency, demonstrates a supportive stance towards the implementation of Talent Management in Wonogiri Regency. This positive approach is substantiated by the Performance Achievement Data of the Wonogiri Regency Regional Employee Agency for the year 2022, which is outlined as follows

NO	TUJUAN/ SASARAN	INDIKATOR KINERJA	SATUAN	TARGET	REALISASI	CAPAIAN %	KATEGORI
1	Meningkatnya tata kelola pemerintahan yang baik	Nilai Kematangan Organisasi	Angka	41	45	109,76	Sangat Baik
1.1	Meningkatnya kinerja BKD	Nilai SAKIP BKD	Angka	77,5	79,29	102,31	Sangat Baik
		Nilai Indeks Profesionalitas ASN BKD	Angka	82	63,24	77,12	Baik
		Jumlah ASN yang menjadi agen perubahan	Angka	1	3	300	Sangat Baik
		Nilai IKM BKD	Angka	83	85,25	102,71	Sangat Baik
		Jumlah inovasi PD	Angka	1	3	300	Sangat Baik
2	Mewujudkan tata kelola manajemen SDM aparatur yang baik	Indeks Tata Kelola Manajemen ASN (NSPK)	Angka	65	77	110	Sangat Baik
2.1	Meningkatnya profesionalitas ASN	Indeks Profesionalitas ASN	Angka	70	58,84	84,06	Baik
Rata – rata Persentase Capaian Kinerja						148,25	Sangat Baik

Figure 1. Performance Achievements of the Regional Employee Agency of Wonogiri Regency in 2022

Source: Researcher's documentation, 2023

Analyzing the data presented in the table above, it is evident that out of the 8 performance indicators, 6 surpassed their targets, earning them the distinction of being classified as "Very Good." The remaining 2 performance indicators received a "Good" rating. When considering the overall performance, the Wonogiri Regency Regional Civil Service Agency achieved an impressive average percentage of 148.25% for the year 2022, resulting in an overarching rating of "Very Good." This data are a testament to the presence of effective leadership within the Wonogiri Regency Regional Employee Agency, providing substantial support to enhance the overall performance of its employees.

2. Inhibiting and Supporting Factors in the Implementation of Talent Management at the Regional Employee Agency of Wonogiri Regency, Central Java Province.

2.1 Inhibiting Factors

a. Absence of functional assessor officials

Based on the researcher's interview with Mr. Suratman, SE., M.M, who serves as the Secretary at the Regional Employee Agency at the Regional Employee Office on Tuesday, January 18, 2023, he stated that:

(In terms of human resources, the Regional Employee Agency of Wonogiri Regency is still constrained by the absence of functional assessor officials responsible for assessing the competence tests of employees. In terms of budget, it is still limited and insufficient to test the competencies of all employees in the Regional Employee Agency of Wonogiri Regency. Regarding facilities for the Talent Management and General Employee Application (METEKU) server, they are available, but there is no assessment center facility in Wonogiri Regency. Therefore, the implementation of employee competence tests is conducted at the Human Resources Development Agency (BPSDM) of Central Java Province, simultaneously requesting assistance from functional assessor officials at the Human Resources Development Agency (BPSDM) of Central Java Province.)

The interview findings indicate that the Wonogiri Regency Regional Employee Agency currently lacks an assessor official responsible for conducting employee assessments in the context of implementing Talent Management. This information is substantiated by the statement provided by An Nur Indirawati, S.E, the Head of the General and Civil Service Subdivision at the Regional Civil Service Agency, during an interview at the Regional Civil Service Office on Tuesday, January 18, 2023.

(In terms of human resources, the Regional Employee Agency of Wonogiri Regency is still constrained by the absence of functional assessor officials responsible for assessing the competency tests of employees. In terms of budget, it is still limited and insufficient to test the competencies of all employees in the Regional Employee Agency of Wonogiri Regency. Consequently, the Regional Employee Agency of Wonogiri Regency is seeking assistance from functional assessor officials located at the Human Resources Development Agency (BPSDM) of Central Java Province.)

The interview highlights a notable challenge within the Wonogiri Regency Regional Employee Agency concerning human resources. Specifically, the absence of functional assessor officials dedicated to assessing employee competency tests creates a reliance on the support of functional assessor officials from the Human Resources Development Agency (BPSDM) in Central Java Province for the implementation of competency tests. Despite this challenge, the Head of the Wonogiri Regency Regional Employee Agency demonstrates a supportive attitude towards the implementation of Talent Management in Wonogiri Regency. This positive stance, as observed by the researcher, is corroborated by the Performance Achievement Data of the Wonogiri Regency Regional Employee Agency in 2022.

b. Unavailability of Assessment Center Facility

Wonogiri Regency currently lacks an Assessment Center facility, a crucial resource for conducting employee assessments—an integral stage in Talent Management. Mr. Suratman, SE., M.M, the Secretary at the Regional Employee Agency, highlighted this gap during a statement at the Regional Employee Office on Tuesday, January 18, 2023.

(In terms of human resources, the Regional Employee Agency of Wonogiri Regency is still constrained by the absence of functional assessor officials responsible for assessing the competency tests of employees. In terms of budget, it is still limited and insufficient to test the competencies of all employees in the Regional Employee Agency of Wonogiri Regency. While facilities for the Talent Management and General Employee Application (METEKU) server are available, there is currently no Assessment Center facility in Wonogiri Regency. Consequently, the implementation of employee competency tests is conducted at the Human Resources Development Agency (BPSDM) of Central Java Province, with a simultaneous request for assistance from functional assessor officials at the Human Resources Development Agency (BPSDM) of Central Java Province.)

The interview indicates that the Wonogiri Regency Regional Civil Service Agency currently lacks an Assessment Center for conducting competency tests and assessments for its employees. In response to this gap, the Wonogiri Regency Government has sought assistance from functional assessor officials from the Central Java Province Human Resources Development Agency (BPSDM). An Nur Indirawati, S.E, the Head of the General and Civil Service Subdivision at the Regional Civil Service Agency, affirmed this need during a statement at the Regional Civil Service Office on Tuesday, January 18, 2023 as follows.

(In terms of facilities for the Talent Management and General Employee Application (METEKU) server, they are already available. However, there is still a lack of an Assessment Center facility in Wonogiri Regency. As a result, the implementation of employee competency tests is carried out at the Human Resources Development Agency (BPSDM) of Central Java Province.)

It is highlighted that Wonogiri Regency currently lacks its own Assessment Center facility. Consequently, the competency test, a crucial phase of Talent Management, is conducted by utilizing the Assessment Center at the Human Resources Development Agency (BPSDM) of Central Java Province. Nevertheless, the researcher's observations reveal that the individual overseeing this process, namely the Head of the Wonogiri Regency Regional Employee Agency, demonstrates a supportive stance towards the implementation of Talent Management in Wonogiri Regency. This supportive approach is substantiated by the Performance Achievement Data of the Wonogiri Regency Regional Employee Agency for the year 2022.

c. Unavailable Specific Budget Allocation

Based on the researcher's interview with Ms. Ida Rachmawati, S.ST., the Head of the Finance Subdivision at the Regional Employee Agency of Wonogiri Regency, she conveyed:

(There is currently no specific allocation earmarked for the implementation of Talent Management at the Regional Employee Agency of Wonogiri Regency. To conduct competency tests, we have to prioritize leadership elements first. Due to budget constraints, not all employees can undergo competency tests for talent mapping. Consequently, the implementation of Talent Management has not progressed according to the expected targets.)

From the interview results with the above-mentioned informant, it can be concluded that the Regional Employee Agency of Wonogiri Regency lacks a specific budget allocation for Talent Management implementation. Therefore, in the execution of Talent Management, the agency has to be economical with limited resources.

d. Absence of a Specific Field for Talent Management

Based on the organizational structure of the Regional Employee Agency of Wonogiri Regency, there is no specific task distribution related to the implementation of Talent Management. Responsibilities related to Talent Management implementation are delegated to various departments within the Regional Employee Agency of Wonogiri Regency, aligning with the similarity of tasks and functions of those departments. This is in line with the researcher's interview with Ms. An Nur Indirawati, S.E., the Head of the General and Employee Subdivision at the Regional Employee Agency of Wonogiri Regency, on Friday, January 21, 2023, where she explained that:

(There is currently no special team or specific department that handles talent management implementation. At the moment, in the Regional Employee Agency of Wonogiri District, the distribution of authority and responsibility related to Talent Management is still considered an additional task and is coordinated across all existing departments in the Regional Employee Agency of Wonogiri District.)

There is no designated field with specific duties and responsibilities for the implementation of Talent Management. Currently, the allocation of tasks related to Talent Management in the Wonogiri Regency Regional Employee Agency is based on the compatibility of tasks and functions within respective fields. However, the researcher's observations indicate that the implementer's qualities or characteristics, particularly the Head of the Wonogiri Regency Regional Employee Agency, demonstrate a supportive stance toward the implementation of

Talent Management in Wonogiri Regency. This support is substantiated by the Performance Achievement Data of the Wonogiri Regency Regional Employee Agency in the year 2022.

2.2 Supporting Factors

a. Clear and Consistent Information

The communication of policy information unfolds systematically through stages involving socialization and training. The coherence of information concerning Talent Management in Wonogiri Regency is maintained as the execution of Talent Management aligns with Wonogiri Regent Regulation Number 72 of 2021, specifically addressing the management of civil servants within the Wonogiri Regency Government. This regulation serves as the benchmark guiding the implementation of Talent Management within the Regional Employee Agency of Wonogiri Regency.

This alignment is corroborated by insights shared by Mr. Soehardi, S.E., M.M, the Head of the Transfer and Apparatus Development Division at the Wonogiri Regency Regional Employee Agency, during an interview on Tuesday, January 17, 2023. His statements underscore the clarity of information surrounding the implementation of Talent Management at the Wonogiri Regency Employee Agency. The socialization efforts and adherence to Wonogiri Regent Regulation Number 72 of 2021 have contributed to a transparent and consistent approach in implementing Talent Management within the Regional Employee Agency of Wonogiri Regency. This signifies an effective transmission process, ensuring clarity, accuracy, and consistency in the implementation of Talent Management.

b. Supports and Commitment from Wonogiri Regent

In an interview conducted by researchers on Thursday, January 20, 2023, Mr. Djoko Purwidyatmo, S.Sos., M.M, the Head of the Wonogiri Regency Regional Employee Agency, expressed the commitment of the Wonogiri Regent to the implementation of Talent Management in Wonogiri Regency. This commitment is underscored and reinforced by the enactment of Wonogiri Regent Regulation Number 72 of 2021, specifically addressing the management of civil servants within the Wonogiri Regency Government. The primary objective of implementing Talent Management at the Wonogiri Regency Regional Civil Service Agency is to achieve effective and professional management of human resources, aligning with the goals outlined in

the Strategic Plan (Renstra) of the Wonogiri Regency Regional Civil Service Agency for the period 2021-2026.

c. The Availability of Standard Operating Procedure (SOP) for the implementation of Talent Management.

Based on the researcher's interview with Mr. Wahono, S.H., MM, who serves as the Head of Administration and Civil Servant Development Division at the Regional Employee Agency of Wonogiri Regency on Friday, January 21, 2023, he explained that:

(The implementation of the merit system and Talent Management is fully in accordance with Law Number 5 of 2014 regarding State Civil Apparatus and Government Regulation Number 11 of 2017 regarding Civil Servant Management, while the technical guidelines for the implementation of Talent Management in Wonogiri Regency are already stipulated in the Wonogiri Regent Regulation Number 72 of 2021 concerning Talent Management of Civil servants in the Wonogiri Regency Government.)

The interview highlights that the Standard Operating Procedure (SOP) for the implementation of Talent Management is articulated in Wonogiri Regent's Regulation Number 72 of 2021. This regulation specifically addresses the procedures and guidelines for Talent Management concerning civil servants within the Wonogiri Regency Government. As a comprehensive framework, this regulation serves as the guiding document for the execution of Talent Management at the Wonogiri Regency Regional Employee Agency, ensuring a standardized and systematic approach in line with established protocols.

3. Efforts Made by the Regional Employee and Human Resource Development Agency (BKPSDMA) of Sinjai Regency, South Sulawesi Province in Overcoming Inhibiting Factors

a. Assessor Certification

One of the issues in implementing Talent Management in the Regional Employee Agency of Wonogiri Regency is the absence of functional assessor officials. To address this issue, Mr. Djoko Purwidyatmo, S.Sos., M.M, the Head of the Employee Agency of Wonogiri Regency, explained that:

(We will make efforts this year to conduct training for several employees in the Regional Employee Agency of Wonogiri Regency to become assessors. After that, we will proceed with the certification of assessor employee so that in the future, Wonogiri

Regency will have its own certified assessors who can independently carry out competency tests and assessments.)

To address budget limitations, the Wonogiri Regency Regional Civil Service Agency plans to submit a budget request to the Regency Government. In response to the absence of assessor officials, the agency intends to conduct training and certification programs for selected employees, empowering them to become assessors. Additionally, to overcome the lack of facilities and infrastructure for an Assessment Center, the Wonogiri Regency Regional Employee Agency will propose directly to the Regent a plan for constructing an Assessment Center in Wonogiri Regency.

b. Proposing the Creation of an Assessment Center

A significant challenge in implementing Talent Management at the Wonogiri Regency Regional Employee Agency is the absence of Assessment Center facilities in the region. To address this issue, the Wonogiri Regency Government has outlined plans to construct an Assessment Center, as detailed in the Wonogiri Regency Strategic Plan (RENSTRA) for the period 2021-2026. Mr. Djoko Purwidyatmo, S.Sos., M.M, the Head of the Wonogiri Regency Employee Agency, supports this initiative, emphasizing the need for such a facility to enhance Talent Management practices in the region.

(We have made efforts to propose to the Wonogiri District Government for the construction of an Assessment Center, and it is already included in the Regional Strategic Plan (RENSTRA) of Wonogiri District for the period 2021-2026. Hopefully, it will be truly realized and implemented as expected. This way, Wonogiri District can independently carry out Talent Management because it already has assessors and its own Assessment Center, eliminating the need to rely on the Provincial Government).

To address the issue of the unavailability of Assessment Center facilities in Wonogiri District, the Regional Employee Agency of Wonogiri District proposed the construction of an Assessment Center in Wonogiri District, and this plan is already outlined in the RENSTRA of Wonogiri District for the years 2021-2026..

c. Proposing Special Budget Allocation

The absence of a specific budget allocation for the implementation of Talent Management in the Regional Employee Agency of Wonogiri District is one of the obstacles to Talent Management implementation. To overcome this, the Wonogiri District Government has proposed

a budget to the Wonogiri District Government, as suggested by Mr. Djoko Purwidyatmo, S.Sos., M.M, the Head of the Employee Agency of Wonogiri District, who explained:

(For the budget, we have made efforts to request a special budget allocation from the Wonogiri District Government, which I personally conveyed to Mr. Wonogiri Regent. This budget will be used to carry out Talent Management and its components to the maximum and improve the METEKU system in Wonogiri District in the future.)

From the above statement, it is explained that to address budgetary issues, the Head of the Employee Agency of Wonogiri District has proposed to the Wonogiri District Government through the Regent of Wonogiri directly. The proposed budget will be used to maximize the implementation of Talent Management and improve the Talent Management and General Employee Application System (METEKU) in Wonogiri District.

d. Organizational Structure Development

The issue in the implementation of Talent Management in the Regional Employee Agency of Wonogiri District from the organizational structure dimension is the lack of fragmentation or specific task distribution related to the implementation of Talent Management in the Regional Employee Agency of Wonogiri District. Matters related to the implementation of Talent Management are delegated to departments in the Regional Employee Agency of Wonogiri District based on the similarity of tasks and functions of those departments. To address this issue, Ms. An Nur Indirawati, S.E, the Head of the General and Employee Subdivision in the Employee Agency of Wonogiri District, explained:

(This year, efforts will be made for changes in the organizational structure so that there is a specific department in the Regional Employee Agency of Wonogiri District that handles the implementation of talent management in Wonogiri District. This way, the distribution of authority and responsibilities will be more organized and not scattered.)

Based on the above information, it is explained that to overcome obstacles in the organizational structure, efforts will be made to change the organizational structure of the Regional Employee Agency of Wonogiri District to set clearer orientation of the distribution of authority and responsibilities.

Conclusion

1. The Implementation of Talent Management in Improving the Performance of Civil servants in the Wonogiri Regency Regional Civil Service Agency ran well in terms of the

communication dimension, disposition dimension and bureaucratic structure dimension in the Standard Operational Procedure indicators. The observation showed that the Head of the Wonogiri Regency Regional Employee Agency has been supportive as shown by the Performance Achievement Data of the Wonogiri Regency Regional Employee Agency in 2022. Wonogiri Regency Regional Civil Service Agency in 2022 obtained an average performance score of 148.25% (Very Good), indicating that the leadership in the institution has been positive towards the performance of employees.

2. Several inhibiting factors have been identified, including the absence of a special budget allocation related to the implementation of Talent Management, the absence of a functional assessor official, the absence of an assessment center and the absence of a special division responsible for implementing Talent Management. Meanwhile, the supporting factors were a good flow of communication and socialization, strong commitment from the Regent of Wonogiri regarding the implementation of talent management and clear Standard Operational Procedure (SOP).
3. Efforts to address those obstacles have been made; ensuring that assessors are certified professionals, proposing the construction of an Assessment Center, proposing a special budget allocation for the implementation of Talent Management, and developing an organizational structure to specifically handle the implementation of Talent Management.

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