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Factors Influencing the Successful Implementation of Talent Management in the Indonesian Ministry of Finance

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Abstract. Talent management has been widely discussed since the introduction of The War for Talent. This study aims to analyze factors that influence the successful implementation of talent management in the Ministry of Finance and analyze employee perceptions and priorities for talent management development. The population in this study included 80,996 employees of the Ministry of Finance, with a total sample of 408 people. The research employed a descriptive approach and Importance Performance Analysis (IPA). The results indicate that organizations need to motivate and facilitate employees to adapt to organizational developments, provide equal opportunities for growth for all employees, develop the competence of the HR Department to handle talent management challenges and provide a comprehensive repository of talent management information. Meanwhile, the performance indicator that needs to be improved is providing equal opportunities for development for all employees.

Keywords: career development, human resources planning, public organization, success factors, talent management

INTRODUCTION

The rapid change due to the Industrial Revolution 4.0 has forced various sectors to adapt immediately, including the government sector, which must implement agile governance. Policymakers must continue to adapt to a new environment undergoing rapid changes and reposition the function of regulators. The new environment requires the government and regulators to immediately collaborate with the business world and the community (Schwab, 2017). In addition to the Industrial Revolution 4.0, the rise of Society 5.0 has transformed the order of social life. Society 5.0 proposes that every existing problem can be solved through a combination of innovations from various elements of the industrial revolution 4.0 (Lane & Dirk, 2017). Development in Society 5.0 focuses more on humans as the main subject in controlling scientific and technological progress, not as objects threatened or influenced by the Industrial Revolution 4.0 (Ellitan & Anatan, 2020). Facing these conditions, organizations can apply two strategic survival approaches: leading and being flexible. Leading means having to act fast when taking risks to take advantage of digitalization opportunities early on. Meanwhile, flexibility is being very concerned with the surrounding environment and the strategies to follow the existing environment but still focusing on the company's main competencies (Ellitan & Anatan, 2020).

Facing this condition, the Indonesian government launched the "Indonesia Gold 2045" vision. In 2045, Indonesia is expected to become a developed country and one of the five world economic powers with superior human qualities and mastery of science and technology, more equitable people's welfare and national resilience, and solid and authoritative governance. Indonesia's vision is achieved through four pillars of development, where one of the pillars is the realization of a more stable government. It can be achieved with the human resources of the state civil apparatus, which are (1) professional and able to manage change well, (2) think creatively, systematically, evidence-based, global-minded, and inclusive, (3) have a high and productive work ethic, and (4) provide proactive services according to public needs (Ministry of National Development Planning/ Bappenas, 2019). In addition, it is hoped that the Smart State Civil Apparatus (ASN) is innovative, adaptive, and progressive; they should become digital talents and leaders who can play an essential role in realizing a successful change in the digital bureaucratic governance (Mudzakir, 2020).

One of the government's strategies to realize Smart ASN is implementing talent management. The topic of talent management has been widely discussed since

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the introduction of The War for Talent, which was introduced by Chambers in 1998 (Collings, 2014). Talent management is a systematic process to identify and screen potential employees to grow and be highly committed to work (Meyers & Woerkom, 2014). Talent management is an integrated set of activities to ensure the attraction, maintenance, motivation, and development of skilled employees needed, now and in the future, by the organization (Ghomi & Ahmadi, 2018).

In line with this, the development of talent management must be supported by the implementation of an optimal merit system to realize human resources that have the potential to follow the position to be occupied. Currently, transparent talent management has been implemented in government agencies. Even though it has been regulated, the process and development of talent management in the public sector still face some obstacles. The ASN planning process is poorly managed, resulting in the ASN's composition imbalance. The design of ASN is still not proportional between administrative staff and functional staff (Eksaura Syifana Putri, 2020). The development of ASN talent cannot be successful because a bureaucratic culture is still far from the competition, low-performance orientation, and discipline. The implementation of talent management requires the leadership role of a mentor. However, the density of leadership activities causes the mentoring process to not go according to plan (Krissetyanti, 2013).

To realize reliable and quality ASN of the Ministry of Finance (Kemenkeu), the Ministry of Finance implements talent management, which began in 2016, as mentioned in the regulation of the Ministry of Finance. Implementing talent management at the Ministry of Finance is a form of implementing a merit system mandated by Law Number 5 of 2014 concerning State Civil Apparatus. The merit system is a policy on the management of ASN based on qualifications, competence, and performance fairly and reasonably without distinction of political background, race, color, religion, origin, gender, marital status, age, or disability condition to place and ensuring that the target positions at higher levels are occupied by the right ASN and at the right time in line with good governance. The Ministry of Finance is the first to implement talent management (Kemenkeu, 2016).

In exercising its authority as the manager of the fiscal sector and state assets, the Ministry of Finance has 5 (five) missions, one of which is "Developing digital-based core business processes and adaptive human resource management according to technological advances." The mission was formulated because the Ministry of Finance felt that HR had an essential role in Human Resources (HR). It is because human resources are one of the strategic elements that determine the organization's success and provide added value and competitive advantage. Talent management at the Ministry of Finance is done by searching, managing, developing, and retaining the best employees. They will be placed in strategic positions or higher positions. It is done to support the achievement of the vision, mission, and strategy of the Ministry of Finance in the long term. In addition, implementing talent management is a commitment from the Ministry of Finance to continue to make changes towards organizational improvement, improving tasks and quality of service to the community and realizing good governance within the Ministry of Finance. This increase in performance and public services requires the consequences of improving HR management, including improving the quality of human resources, placing talented human resources at the right place and time, a clear and measurable career pattern system, competency-based HR management, as well as the accuracy and speed of presenting HR information as needed by the organization. It is a consequence of implementing the Ministry of Finance's Bureaucratic Reform and Institutional Transformation program (Kemenkeu, 2016).

Talent management at the Ministry of Finance is implemented using a talent management flow that consists of talent needs analysis, identification of talent candidates, leadership forums, talent development, talent evaluation, and talent retention. Talent needs analysis is a calculation of the number of talent needs that will be developed in talent management based on the number of positions that will be vacant. Identifying potential talents is an activity to acquire talent through employee mapping, track record selection, administrative selection, and confirmation of talent candidates. The selected talent candidates are then determined through the leadership forum. The next stage is talent development, which is carried out through integrated learning, namely structural, social, and experiential learning. After development, talent will be evaluated to ensure talent readiness to fill vacant positions. The talent development and evaluation stage is a form of talent retention that aims to increase talent motivation and commitment to demonstrate optimal competence and performance in talent management.

Talent management practices are not always successful in implementation. Various variables cause the success or failure of talent management implementation. The successful performance of talent management is influenced by four supporting variables: the business strategy in control, consolidation with business processes, management through core business training, and determining the talent framework (Manopo, 2011). Meanwhile, the causes of failure in implementing talent management, namely lack of knowledge, not involving talent management in the organization, time, results that are not as expected, credibility, difficulty in identifying talent, and the impact on those who are not identified as talent (Ford, Harding, et al. & Stoyanova, 2010).

There are two obstacles and challenges in implementing talent management: organizations and individuals (Ali, Hermawan, & Asnawi, 2019). In addition, there are four variables of challenges and obstacles: structural, environmental, individual, and

managerial (Tafti, Mahmoudsalehi, & Amir, 2017). Strong support from HR professionals starts from effective career planning and appropriate training and is accompanied by effective development and measurement (Collings, 2014). Barriers to talent management implementation can be classified into three variables: individual, organizational, and macro (Cooke, Saini, & Wang, 2014). Other variables that influence the success of talent management are internal variables and external variables. Internal variables include soft elements supporting/inhibiting talent management and company functions facilitating talent management. Meanwhile, external variables consist of a broader and specific context (Kravariti & Johnston, 2019).The explanation of the variables that influence the successful implementation of talent management is shown in Table 1.

In implementing this strategy, the Ministry of Finance must consider the variables affecting its success. Based on the explanation above, the author uses three variables that influence talent management's success: individual variables, managerial variables, and structural variables. Therefore, this study aims to analyze how individual, managerial, and structural variables affect the successful implementation of talent management in the Ministry of Finance. In addition, this study will explore employee perceptions and priorities for talent management development in the Ministry of Finance.

RESEARCH METHOD

This study employed primary and secondary data. Primary data was obtained by distributing questionnaires to respondents through google forms and interviews with talent and talent management managers at the Ministry of Finance. Meanwhile, secondary data was obtained from internal data related to talent

Table 1. Variables that affect the successful implementation of talent management

No.	Reference	Variable	Indicator
1	Ali, Hermawan, & Asnawi, 2019	Organization	1. Target time in the talent management program 2. Programs that can attract employees' desire to be better in the learning system that has been provided 3. Career system 4. Push factors and pull factors
		Individual	1. Competence 2. Time to improve competence 3. Adaptability
2	Tafti, Mahmoudsalehi, & Amir, 2017	Structural	1. Competence of the HR department in facing talent management challenges 2. Integrated HR system 3. Competency Model in organizational strategy 4. Strategic alignment between HR strategy and business strategy 5. Professional HR Manager 6. Integrated talent management approach 7. Appropriate motivational approach 8. HR development process 9. Performance management system
		Environment	1. Political situation 2. Management stability 3. Government support 4. Population and labor market
		Individual	1. Mental and cognitive prejudice 2. Culture 3. Resilience to manager's change 4. Expectations 5. Equal opportunity to grow
		Managerial	1. Nepotism 2. Commitment, support, and confidence of top management 3. Perspective on HR 4. Involvement of managers in the talent management process 5. Manager's understanding of the importance of talent management 6. Commitment to developing employee competencies and careers 7. Differences between talent management processes and promotion decisions
3	Cooke, Saini, & Wang, 2014	Individual	1. Attitude and behavior 2. Competence
		Organization	1. Leadership 2. Human resources strategy 3. Competence of human resources manager
		Macro	1. Education system 2. HR planning and development 3. Community Culture

management at the Ministry of Finance and related external data.

Data analysis in this study used descriptive statistics with the IBM SPSS Statistics application. Descriptive statistics are used to provide an orderly, fact-based, and thorough description of the facts and characteristics of a particular population, area, or social condition (Morisaan 2014). Meanwhile, this study used the top two boxes and bottom two boxes to find out the distribution of respondents. The top two boxes combine respondents who agree (score 4) and strongly agree (score 5) divided by the total number of respondents. The bottom two boxes combine respondents who disagree (score 2) and strongly disagree (score 1) divided by the total number of respondents. Respondents who entirely agree (score 3) are assumed to tend to agree so that they are combined in the top two boxes (Angelina & Japarianto, 2014).

This study used Importance Performance Analysis (IPA) to determine employee perceptions and priorities for talent management development at the Ministry of Finance. The purpose of IPA is to measure the relationship between perceptions and preferences for improving product/service quality, also known as quadrant analysis (Latu & Everett, 2000). Science analysis was done by understanding the gap between the respondents' expectations (importance) and the reality (performance) on each question item on the distributed questionnaire. Next, the interpretation of the IPA graph was described into four quadrants using IBM Statistics SPSS.

This study's validity and reliability tests were carried out using IBM SPSS Statistics 23. According to Abdillah and Jogiyanto (2015), validity is the leading scientific criterion of a study that shows whether the research results can be accepted based on specific criteria. The research results are valid if the r-count value is greater than the r-table (r-count > r-table) or p-value < 0.05. Furthermore, the reliability test was carried out, which is a measure that shows the extent to which the indicator is free from errors. The statistical test was the Cronbach Alpha test, with a minimum coefficient of 0.70. The variable is said to have a good level of reliability if the Cronbach Alpha coefficient value is at least 0.70 (Sekaran & Bougie, 2013).

The total population in this study was 80,996 employees. Furthermore, the sample in this study was determined by Isaac and Michael with the chosen error rate of 5%, so a sample of 403 employees was obtained. The scale used in this study is the Likert Scale. For each answer choice, a score of 1-5 will be given, namely 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree (Sugiyono, 2017).

Research Variables and Indicators

This study's variables include individual, structural, and managerial variables, as shown in Table 2.

Table 2. Research Variables and Indicators

No.	Variable	Symbol	Indicator	Reference
1	Individual (IF)	IF1	Mental to develop cognitive abilities	Ali, Hermawan, & Asnawi, 2019; Tafti, Mahmoudsalehi, & Amir, 2017; Cooke, Saini, & Wang, 2014
		IF2	Ability to adapt to organizational development	
		IF3	Sufficient time to improve competence	
		IF4	Units provide equal opportunities to develop.	
2	Structural (SF)	SF1	The unit has an integrated HR system	Ali, Hermawan, & Asnawi, 2019; Tafti, Mahmoudsalehi, & Amir, 2017; Cooke, Saini, & Wang, 2014
		SF2	The unit has a competency model in organizational strategy.	
		SF3	Unit aligns HR strategy and business strategy.	
		SF4	The unit implements integrated talent management.	
		SF5	The HR department has the competence to handle talent management challenges.	
3	Managerial (MF)	MF1	Leaders are committed to the implementation of MT	Ali, Hermawan, & Asnawi, 2019; Tafti, Mahmoudsalehi, & Amir, 2017; Cooke, Saini, & Wang, 2014
		MF2	Leaders place MT as a strategic priority.	
		MF3	Leaders make rational decisions regarding MT.	
		MF4	Leaders provide a comprehensive repository of information.	

RESULT AND DISCUSSION

Research Respondent Profile

From the questionnaires distributed to the respondents, the number of respondents obtained in this study was 408 respondents. In this study, the profiles of respondents were categorized based on gender, position/position, year of birth, echelon I unit, office domicile, and last education. The profile of respondents in this study is shown in Table 3. As Table 3 indicates, most respondents are dominated by male employees, amounting to 67.16 percent. Based on position/position, respondents were dominated by non-structural officials, with 85.05 percent. Based on the year of birth, the respondents were dominated by employees from 1987 to 1994 by 44.12 percent. According to echelon I units, respondents were dominated by employees from DJP at 43.87 percent and BPPK at 37.25 percent. Based on office location, 84.07 percent of employees' offices were in Java. Meanwhile, based on the latest education, respondents with the newest education S1/equivalent dominated this research, 54.66 percent.

Validity Test and Reliability Test for Individual Variables, Structural Variables, and Managerial Variables

The validity test was conducted by looking at the factor analysis of data processing results using IBM SPSS Statistics. The output of SPSS was compared with the standard factor loading according to (Hair & Joseph, 2010), where with a sample of 408 respondents, it can be determined that the standard factor loading is 0.30. The results of the validity and reliability tests can be seen in Table 4. As Table 4 shows, all indicators in the study had a factor loading above 0.30 (factor loading > standard factor loading). Meanwhile, the Cronbach alpha value of all research variables is

Table 3. Profile of research respondents

Characteristics	Frequency (n=408)	Percentage	Cumulative Percentage
Gender			
Man	274	67.16%	67.16%
Woman	134	32.84%	100.00%
Position			
Echelon II Official	1	0.25%	0.25%
Echelon III Pejabat	8	1.96%	2.21%
Echelon IV Pejabat Officials	52	12.75%	14.95%
Non-Structural Official	347	85.05%	100.00%
Year of Birth			
under 1960	2	0.49%	0.49%
1960 s.d. 1969	12	2.94%	3.43%
1970 s.d. 1980	84	20.59%	24.02%
1980 s.d. 1986	104	25.49%	49.51%
1987 s.d. 1994	180	44.12%	93.63%
above 1994	26	6.37%	100.00%
Echelon I Units			
Setjen	6	1.47%	1.47%
DJA	11	2.70%	4.17%
DJP	179	43.87%	48.04%
DJBC	19	4.66%	52.70%
DJPb	20	4.90%	57.60%
DJKN	6	1.47%	59.07%
DJPK	6	1.47%	60.54%
DJPPR	2	0.49%	61.03%
Itjen	5	1.23%	62.25%
BKF	2	0.49%	62.75%
BPPK	152	37.25%	100.00%
Office Location			
Java	343	84.07%	84.07%
Sumatra	25	6.13%	90.20%
Borneo	11	2.70%	92.89%
Bali-NTT-NTB	4	0.98%	93.87%
Sulawesi	24	5.88%	99.75%
Papua	1	0.25%	100.00%
Last education			
S3	3	0.74%	0.74%
S2	106	25.98%	26.72%
S1/Sederajat	223	54.66%	81.37%
D3	59	14.46%	95.83%
D1	17	4.17%	100.00%

Table 4. Research Validity and Reliability Test

Variable	Indicator	Loading factor	Cronbach Alpha
Individual (IF)			0.750
	IF1	0.689	
	IF2	0.847	
	IF3	0.729	
	IF4	0.769	
Structural (SF)			0.886
	SF1	0.839	
	SF2	0.870	
	SF3	0.887	
	SF4	0.856	
	SF5	0.706	
Managerial (MF)			0.891
	MF1	0.706	
	MF2	0.818	
	MF3	0.906	
	MF4	0.881	
	MF5	0.868	

more than 0.70. Therefore, it can be concluded that the research variables are valid and reliable.

Individual Variables

Individual variables are explained by four indicators, where the distribution of respondents' answers to the four statements is shown in Table 5.

From Table 5, it can be seen that employees already consider that individual factors in supporting the success of talent management in the Ministry of Finance are good. However, there are still several indicators to pay attention to, namely those with an average below 4.02 and a percentage disagreeing above 4.60% (two boxes). The indicators of concern in this analysis are adaptability to organizational development (IF2) and equal opportunities for growth provided by units (IF4).

Regarding adaptability, the respondents said they do not yet have good adaptability to organizational development. Adaptability is the ability to change oneself according to environmental conditions or the environment according to one's desires to meet needs and produce quality harmony between the demands of oneself, the outside world, and the surrounding environment. Adaptability is important because it significantly affects employee performance (Stevani & Santoso, 2014). This adaptability can be measured using self-knowledge, self-objectivity, self-control, good interpersonal relationships, and work satisfaction (Semiun, 2007). Adaptability is influenced by several factors, including organizational support and the quality of member-leader exchange (Sweet, Witt, & Shoss, 2015). Adaptability is essential for every employee because it aligns with the government's program to create an innovative, adaptive, and progressive generation of Smart ASN to create a world-class bureaucracy. Smart ASN is expected to become a digital talent and leader ready to support the transformation of the digital bureaucracy in the era of industrial revolution 4.0 (Mudzakir, 2020).

Table 5. Average and two boxes of indicators IF1, IF2, IF3, and IF4

Symbol	Indicator	Mean	*Two boxes*	
			Agree	Disagree
IF1	Mental to develop cognitive abilities	4.36	99.75%	0.25%
IF2	Ability to adapt to organizational development	3.92	95.59%	4.41%
IF3	Sufficient time to improve competence	4.02	96.57%	3.43%
IF4	The units provide equal opportunities to develop	3.76	89.71%	10.29%
Average score		4.02	95.41%	4.60%

Table 6. Average and two boxes of indicators SF1, SF2, SF3, SF4, SF5

Symbol	Indicator	Mean	*Two boxes*	
			Agree	Disagree
SF1	The unit has an integrated HR system	3.89	93.38%	6.62%
SF2	The unit has a competency model in organizational strategy	3.95	95.59%	4.41%
SF3	Unit aligns HR strategy and business strategy	3.87	93.14%	6.86%
SF4	The unit implements integrated talent management	3.80	94.12%	5.88%
SF5	The HR department has the competence to handle talent management challenges	3.64	89.22%	10.78%
Average score		3.83	93.09%	6.91%

In addition, implementing talent management in the age of globalization, knowledge economy, changes in work, demographic changes, and technology are critical (Schuler, SE, & Tarique, 2011).

Furthermore, the respondents considered that their units have not fully provided the same growth opportunities. Permana et al. (2011) explained that one of the main factors in building employee engagement and retention is to provide equal opportunities for employees to develop their competencies and careers. Career advancement and future certainty are reasons an employee works. Organizations that provide opportunities for employees to establish themselves can motivate them to work harder because they can be promoted, learn new things, and develop further. In addition, employee development which includes training, freedom of opinion, and ideas, can provide employees with job satisfaction (Kadarisman, 2012).

Structural Variables

Individual variables are explained by four indicators where the distribution of respondents' answers to the five statements is shown in Table 6.

Based on Table 6, employees already consider that structural factors are already good in supporting the success of talent management in the Ministry of Finance. However, the indicator "The HR department in echelon I units has the competence to handle TM challenges (SF5)" has an average below 3.83, and the percentage disagrees above 6.91% (two boxes).

The respondents said that talent management should be the main issue, wherein digital talent management is an exciting issue to be developed in the current era. Digital talent management is essential for creating digital leadership (digital leadership) that focuses on digital transformation, the internet, systems, and organizations (Hendrasto, Dharmawan, Sumardjo, & Baga, 2019). In addition, the organization will face many increasingly complex challenges. It is necessary to improve the criteria for talented employees, limiting the maximum age to 50 years. In addition, following government policies related to employee delaying, namely with structural and functional positions, talent management regulations should also regulate mechanisms for promoting functional positions. The characteristics and requirements for promotion are different for available positions compared to structural positions. Developing a planned and sustainable employee competency development program is also essential.

Berger and Berger (2008) and Aprinto, Kuswanda, and Chosasih (2016) say that in the future, there will be a change in the role of the HR department where talent management will be the primary responsibility. The scope of activities of the HR department is not only on placement but also on facilitating remuneration programs, benefits, work-life balance, performance, training, and creating competitive advantage. It requires a holistic approach to develop a culture of friendliness among employees (employee-friendly). In addition, the HR department must be able to follow this talent management practice further by having company-related capabilities to manage talent to face global challenges (Berger & Berger, 2008).

Managerial Variables

Managerial variables are explained by four indicators where the distribution of respondents' answers to the five statements is shown in Table 7.

From Table 7, it can be seen that employees already consider that organizational factors are good in supporting the success of talent management in the Ministry of Finance. However, the indicator of the Head of the unit providing a comprehensive repository of information (MF4) has an average below 3.82, and the percentage disagrees above 6.03% (two boxes).

Ogungbeni, Obiamalu, and Obiora (2019) explained that an open digital repository is a database of institutional or government electronic resources that can be accessed freely. The components of an available digital repository should include hardware, software, digital information resources that make up the content, and human resources to drive the process. Developing a digital repository

Table 7. Average and two boxes indicators MF1, MF2, MF3, MF4, MF5

Symbol	Indicator	Mean	*Two boxes*	
			Agree	Disagree
MF1	Leaders are committed to the implementation of MT	3.76	91.91%	8.09%
MF2	Leaders place MT as a strategic priority	3.84	94.61%	5.39%
MF3	Leaders make rational decisions regarding MT	3.82	93.87%	6.13%
MF4	Leaders provide a comprehensive repository of information	3.76	93.87%	6.13%
MF5	Leaders are committed to the implementation of MT	3.91	95.59%	4.41%
Average score		3.82	93.97%	6.03%

to communicate information related to talent management is essential because respondents feel they do not know what criteria to become a talent category. In addition, respondents think there is a lack of transparency regarding the requirements for talent and employees who become talents in their echelon I units. Respondents stated that the organization should provide easily accessible facilities related to talent management, both about requirements and information of employees who have entered the talent management program. In addition, the talent list needs to be announced so that other employees can take examples of these talents' attitudes, behavior, and work ethic and trigger employee morale.

Sakapurnama and Safitri (2012) stated that information disclosure could increase public participation, supporting good governance. One of the principles of talent management is open, which means talent management information that includes implementation stages, criteria, and information about employees designated as talents that can be accessed through the website by all employees (Kemenkeu, 2017). An organization requires internal communication between superiors and subordinates to maintain an open relationship in terms of work (Argenti, 2013). Participation is essential to maintaining employee involvement at all levels of the organization without prioritizing job responsibilities. In addition, participation can encourage cohesiveness between fellow employees and superiors (Agustini & Purnaningsih, 2018). In addition, Permana et al. (2011) said that communication through adequate communication means would help organizations build employee engagement and retention.

Importance Performance Analysis (IPA) Indicators IF2, IF4, SF5, and MF4

In this section, the respondents were asked about the expectations (importance) and performance/reality (performance) for the indicators IF2, IF4, SF5, and MF4. The collected data was then calculated on the average of each indicator for expectations and performance using Microsoft Excel. Furthermore, the gap was calculated by reducing the average performance with expectations in Table 8. Table 8 shows that the gap is negative, meaning that the indicators are not in line with the respondents' expectations.

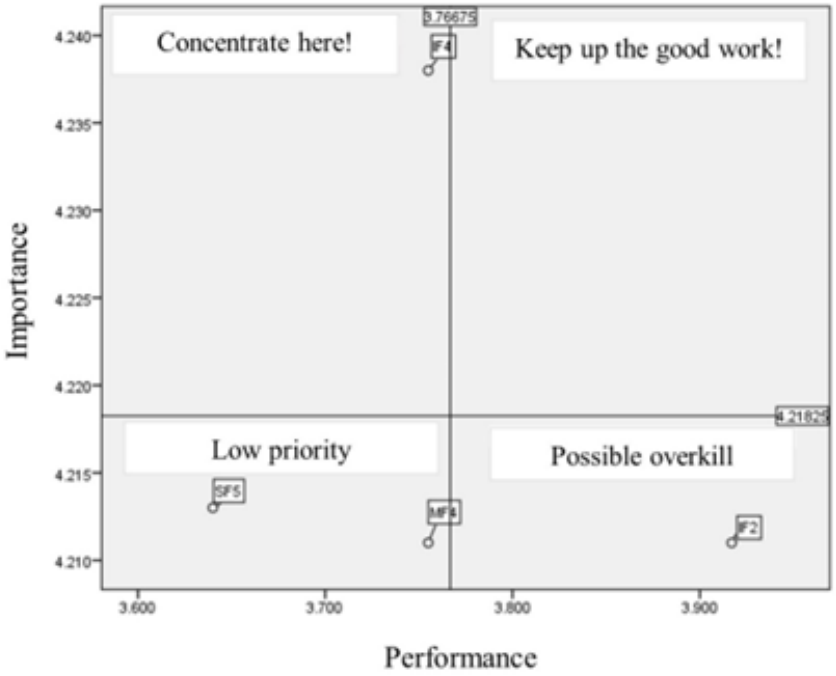
Next, IPA graphing was done with the help of IBM Statistics SPSS, with the results shown in Figure 1.

Figure 1 shows that the indicators of concern to the organization are in the improved performance quadrant because these indicators are considered necessary by the respondents. However, the performance provided does not align with the respondents' expectations. The indicator in this quadrant is the IF4 quadrant, i.e., the unit offers equal growth opportunities. Meanwhile, the IF2 indicator is considered excessive, so the organization must allocate resources

Table 8. Average expectations and reality, as well as indicator gaps IF2, IF4, SF5, and MF4

Indicator	Perception (Y)	Performance (X)	Gap
1	*2*	*3*	*4=3-2*
IF2	4.211	3.917	-0.294
IF4	4.238	3.755	-0.483
SF5	4.213	3.640	-0.574
MF4	4.211	3.755	-0.456

Figure 1. IPA graph of IF2, IF4, SF5, and MF4 indicators



to handle the IF4 indicator. In addition, the SF5 and MF4 indicators are deemed low priority, so the organization does not need to prioritize or pay too much attention to these indicators.

CONCLUSION

Based on the results and discussion above, it can be concluded that the indicators of concern in the individual variables are the ability to adapt to organizational development and that units provide equal opportunities to develop. Meanwhile, the indicator of reference in the structural variable is that The HR department is competent in handling talent management challenges. Furthermore, the indicator of concern in managerial variables is. Leaders provide a comprehensive repository of information . Based on the results of the IPA, it can be concluded that the performance indicators that need to be improved are that Units provide equal development opportunities.

This research produces alternative strategies for developing talent management at the Ministry of Finance. Organizations need to motivate and facilitate employees to have the ability to adapt to organizational developments, provide equal opportunities for growth for all employees, develop the competence of the HR Department to handle and face talent management challenges and provide a comprehensive repository of talent management information.

Further research is expected to analyze other factors that influence the implementation of talent management. Variables that can be used are internal and external organizational variables and environmental/macro variables.

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