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Readiness For Talent Management Implementation At The Office Of Employe And Human Resource Development Ogan Komering Ulu Timur Regency

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Abstract

The implementation of talent management has become a strategic priority in strengthening merit-based human resource management within the Indonesian public sector. However, empirical studies examining organizational readiness prior to implementation remain limited, particularly in local government institutions. This study aims to analyze the organizational readiness for implementing Civil Service talent management in the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency, Indonesia. The study employed a qualitative case study approach based on Organizational Readiness for Change Theory, encompassing three dimensions: change commitment, change efficacy, and institutional capability. Data were collected through in-depth interviews, observations, and document analysis and were analyzed using thematic analysis, category development, and pattern matching. The findings indicate that organizational readiness is at a high level, with an overall readiness score of approximately 89 out of 100. Strong change commitment is reflected in leadership commitment, employee willingness to support change, and positive perceptions of talent management as a merit-based system. High change efficacy is demonstrated by the organization's successful completion of the national talent management requirements, including the establishment of a talent pool, implementation of the Nine Box Talent Matrix, operation of the Civil Service Talent Management Information System, and initiation of succession planning. Institutional capability is supported by adequate regulations, organizational structures, competent human resources, information systems, and infrastructure, although budget allocation remains the weakest dimension due to the absence of a dedicated funding mechanism. This study extends

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Organizational Readiness for Change Theory by demonstrating that institutional capability constitutes a critical component of readiness in public sector organizations. It proposes an integrated analytical framework combining change commitment, change efficacy, institutional capability, and merit system principles to explain organizational readiness for talent management implementation in local governments.

Keywords: Organizational Readiness, Talent Management, Civil Service, Organizational Change.

INTRODUCTION

Indonesia's bureaucratic reform has entered a new phase through the strengthening of the merit system in the management of the State Civil Apparatus. One of the most significant policy initiatives is the implementation of talent management, as stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 20 of 2025, which amended Regulation Number 3 of 2020 on Talent Management for the State Civil Apparatus. This policy is further reinforced by the Decree of the Head of the National Civil Service Agency Number 411 of 2025, which requires all government institutions to implement the State Civil Apparatus Talent Management Information System beginning on 1 January 2026. The policy aims to establish a merit-based human resource management system through the systematic identification, development, retention, and placement of talented civil servants to improve organizational performance and support the achievement of national development priorities (Van Hiep, 2021).

Despite the establishment of this comprehensive regulatory framework, the implementation of talent management across government institutions remains limited. According to data from the National Civil Service Agency, as of January 2025, only a small proportion of government institutions had established talent management systems, and even fewer had utilized succession planning for the appointment of senior leadership positions. This gap between national policy targets and actual implementation indicates that organizational readiness remains a critical determinant of successful policy implementation. Consequently, assessing organizational preparedness has become increasingly important to ensure the effective adoption of talent management practices throughout the public sector (Boon et al., 2018).

The Government of Ogan Komering Ulu Timur Regency has demonstrated its commitment to implementing talent management by issuing Regent Regulation Number 65 of 2021 on Talent Management for the State Civil Apparatus, which serves as the legal foundation for strengthening the merit system within the local government. As the institution responsible for civil service

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management, the Regional Civil Service and Human Resource Development Agency plays a central role in preparing and coordinating the implementation of this policy. Nevertheless, the agency continues to face several challenges, including limited human resource competencies, inadequate information technology support, insufficient institutional capacity, and constrained financial resources (Jumady & Lilla, 2021).

The successful implementation of talent management depends not only on the existence of an appropriate regulatory framework but also on the readiness of organizations to manage institutional change. Organizational readiness encompasses commitment to change, confidence in the organization's collective capability to implement change, and institutional capacity to provide adequate human resources, information systems, organizational mechanisms, and financial support. These interrelated dimensions must be developed simultaneously to ensure that talent management can be implemented effectively, consistently, and sustainably (Werdhiastutie et al., 2020).

To date, no comprehensive study has examined the organizational readiness of the Regional Civil Service and Human Resource Development Agency of Ogan Komering Ulu Timur Regency to implement talent management. Such evidence is essential for identifying the current level of organizational preparedness, recognizing the factors that facilitate or hinder implementation, and formulating appropriate strategies to accelerate policy implementation. Therefore, this study aims to assess the organizational readiness of the Regional Civil Service and Human Resource Development Agency of Ogan Komering Ulu Timur Regency for implementing talent management by evaluating its level of preparedness, identifying the enabling and constraining factors, and proposing adaptive strategies to support successful implementation. The findings are expected to provide practical recommendations for the local government while contributing to the broader literature on public sector human resource management, merit system implementation, and bureaucratic reform in Indonesia.

TALENT MANAGEMENT CONCEPT

Talent management has become an increasingly important concept in the human resource management literature in both private and public sector organizations. Initially, the concept evolved from career management and succession planning practices aimed at identifying and retaining high-performing employees. Over time, its scope expanded beyond high performers to include the systematic identification, development, retention, and deployment of individuals with

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the potential to occupy critical positions and contribute to long-term organizational performance (Candraningrum, 2023).

(Johennesse & Chou, 2017) identified three major perspectives on talent management. The first views talent management as an extension of traditional human resource management functions, including recruitment, selection, and employee development. The second emphasizes the creation of a talent pool to ensure a continuous supply of qualified candidates for strategic positions. The third adopts a broader perspective by considering all employees as organizational talents whose capabilities should be developed systematically. Building on these perspectives, (Perdana et al., 2024) conceptualized talent management as an integrated process that aligns workforce planning, competency development, and succession planning to ensure that the right individuals occupy the right positions at the right time. Furthermore, (Diatmono et al., 2020) introduced the concept of strategic talent management, emphasizing the identification of strategically important positions and the development of talent pools capable of sustaining organizational competitiveness. Similarly, (Zhai & Tian, 2020) argued that talent should be understood as a combination of competence, potential, performance, and the ability to create organizational value.

In the Indonesian public sector, talent management is formally regulated by the Regulation of the Minister of Administrative and Bureaucratic Reform Number 20 of 2025, which defines talent management as a career management system for the State Civil Apparatus consisting of four integrated stages: acquisition, development, retention, and placement. This framework is designed to support a merit-based civil service by identifying employees with the highest combination of potential and performance and preparing them for strategic positions.

The acquisition stage focuses on identifying organizational talent requirements, recognizing high-potential employees, and selecting individuals who are capable of filling future critical positions. The development stage aims to strengthen employees' competencies through education, training, mentoring, coaching, job rotation, and individualized development plans based on competency and performance assessments (Singh et al., 2019). The retention stage seeks to maintain high-potential employees by providing career opportunities, recognition, supportive working conditions, and appropriate incentives to ensure the sustainability of organizational talent. Finally, the placement stage assigns qualified talents to strategic positions based on merit principles, ensuring alignment between individual competencies, organizational needs, and career aspirations (Bukit & Hapsara, 2023).

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Collectively, these four stages form an integrated talent management cycle that supports succession planning, leadership development, and organizational sustainability. Accordingly, effective talent management requires not only merit-based regulations but also organizational systems capable of identifying, developing, retaining, and strategically deploying talent to achieve long-term public sector performance (Song & Meier, 2018).

MANAGEMENT OF CIVIL SERVANT TALENT IN INDONESIA

The implementation of talent management in the Indonesian public sector is supported by a comprehensive regulatory framework that promotes the merit system as the foundation of civil service management. The legal basis originates from Law Number 5 of 2014 on the State Civil Apparatus, which mandates that personnel management be based on qualifications, competencies, and performance rather than political influence or seniority. This mandate is operationalized through the Regulation of the Minister of Administrative and Bureaucratic Reform Number 20 of 2025, which establishes talent management as an integrated career management system consisting of talent acquisition, development, retention, and placement. Furthermore, the Decree of the Head of the National Civil Service Agency Number 411 of 2025 requires all government institutions to implement the State Civil Apparatus Talent Management Information System beginning in January 2026, thereby promoting data-driven and transparent talent management practices through the integration of human resource information systems.

The regulatory framework is complemented by several supporting policies designed to strengthen merit-based career development. These include standardized competency assessments, digital human resource management platforms, streamlined administrative procedures, conflict-free recruitment and promotion mechanisms, and career advancement policies that emphasize competency and performance. Collectively, these initiatives are intended to accelerate the transformation of civil service management while strengthening succession planning and leadership development across government institutions (Hadiyantina, 2021).

From a theoretical perspective, talent management represents a key mechanism for reinforcing merit-based public human resource management. Public organizations are increasingly expected to develop competency-based systems that ensure leadership continuity and organizational sustainability (Giroth et al., 2022). Likewise, succession planning has been recognized as a systematic process for identifying and preparing high-potential employees to assume strategic positions in the future (Karepesina, 2023). Within this context, talent

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management serves as the primary instrument for developing talent pools that support objective and transparent succession planning.

Despite the existence of an extensive regulatory framework, the implementation of talent management across Indonesian government institutions remains below national expectations. The National Medium-Term Development Plan for 2020–2024 targeted the adoption of talent management in 221 government institutions; however, by early 2025 only a limited number of institutions had established talent management systems, and even fewer had implemented succession planning for senior leadership appointments. This implementation gap indicates that regulatory support alone is insufficient to ensure successful policy execution. Instead, effective implementation depends on organizational readiness, institutional capacity, leadership commitment, and the availability of competent human resources and digital infrastructure.

READINESS FOR IMPLEMENTATION

Organizational readiness for change has been widely recognized as a critical determinant of successful organizational transformation. (Asbari et al., 2021) defines organizational readiness as the shared commitment of organizational members to implement change (*change commitment*) and their shared belief in the collective capability to execute that change (*change efficacy*). *Change commitment* reflects the willingness of organizational members to support and prioritize change initiatives, whereas *change efficacy* refers to their confidence in mobilizing the resources, knowledge, and skills required to achieve successful implementation. Weiner further argues that organizational readiness is influenced by contextual conditions, including organizational culture, flexible policies and procedures, a supportive organizational climate, and previous experiences with change. Similarly, (M. M. Baeuo et al., 2016) emphasize that organizational readiness is shaped by both cognitive and affective responses to change, suggesting that positive collective attitudes enhance the likelihood of successful implementation.

Although Weiner's framework provides a robust theoretical foundation, its application to public sector policy implementation requires additional consideration of institutional capacity. Public organizations operate within highly regulated environments in which successful policy implementation depends not only on organizational commitment and confidence but also on the availability of institutional resources and governance mechanisms. Drawing on Institutional (M. O. M. Baeuo et al., 2016) and the public policy implementation literature (Cadenas et al., 2020), this study extends Weiner's model by incorporating **institutional capability** as a third dimension of organizational readiness. This conceptual extension reflects the argument that organizational

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preparedness in the public sector is strongly influenced by institutional arrangements and resource availability.

Accordingly, this study conceptualizes organizational readiness for talent management implementation through three complementary dimensions: **change commitment, change efficacy,** and **institutional capability.** The first dimension captures leadership commitment, employee support, and organizational willingness to adopt talent management. The second assesses the organization's confidence in its ability to implement talent management practices, including talent identification, competency mapping, succession planning, and the utilization of digital talent management systems. The third dimension, representing the primary conceptual contribution of this study, evaluates the institutional capacity required to support policy implementation, including regulatory readiness, organizational structure, human resources, infrastructure, information systems, and financial resources (Waheduzzaman et al., 2018).

By integrating organizational readiness theory with institutional theory, this framework provides a more comprehensive approach for assessing readiness to implement talent management in public organizations. It acknowledges that successful implementation depends not only on psychological readiness for change but also on the institutional capacity required to translate policy into effective organizational practice. Consequently, the proposed framework offers a more suitable analytical model for evaluating talent management implementation within the context of Indonesian public administration (Ellis et al., 2023).

REASEARCH METHODS

This study employed a qualitative case study approach to explore organizational readiness for implementing talent management in the Regional Civil Service and Human Resource Development Agency of Ogan Komering Ulu Timur Regency, Indonesia. A qualitative design was selected because it enables an in-depth understanding of organizational readiness within its real-life institutional context, while the case study approach facilitates a comprehensive examination of a single organization facing policy implementation challenges.

The study was guided by a constructivist paradigm, which assumes that organizational readiness is socially constructed through the experiences, perceptions, and interactions of organizational members. Consequently, multiple stakeholder perspectives were explored to understand how readiness for talent management implementation was interpreted and experienced within the organization.

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Data were collected from both primary and secondary sources. Primary data were obtained through semi-structured in-depth interviews, participant observation, and field observations involving key stakeholders responsible for civil service management and talent management implementation, including senior government officials, agency leaders, division heads, technical personnel, and human resource specialists. Secondary data consisted of national and local regulations, policy documents, organizational reports, official decrees, and other administrative documents related to talent management and civil service reform.

The research framework was developed based on Organizational Readiness for Change theory (Van Hiep, 2021), complemented by the institutional capability dimension proposed in this study. Data collection therefore focused on three analytical dimensions: **change commitment, change efficacy**, and **institutional capability**. The institutional capability dimension comprised six components: regulatory readiness, institutional arrangements, human resources, infrastructure, information systems, and financial capacity.

The researcher served as the primary research instrument, supported by interview guides, observation protocols, and document review checklists. To ensure the trustworthiness of the findings, the study adopted the criteria proposed by Lincoln and Guba, including credibility, transferability, dependability, and confirmability. Credibility was strengthened through source, method, and time triangulation, prolonged engagement, peer debriefing, and member checking.

Data were analyzed using the interactive model of (Battaglio, 2020), consisting of data condensation, data display, and conclusion drawing. The analysis was further enriched through thematic coding, category development, and pattern matching. Thematic coding was used to identify recurring themes from interview, observation, and documentary data, while category development grouped related concepts into broader analytical categories. Pattern matching was subsequently employed to compare empirical findings with the theoretical framework, thereby identifying consistencies, contextual differences, and emerging patterns related to organizational readiness for talent management implementation.

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DISCUSSION

Based on the first problem formulation established in Chapter I, this section will analyze the level of readiness for the implementation of talent management at the BKPSDM of East OKU Regency. The analysis is conducted based on three main dimensions developed from the Organizational Readiness for Change theory (Bhandari et al., 2020) as outlined in Chapter II, namely:

1. Change Commitment - The collective commitment of the organization to change
2. Change Efficacy - The collective belief in the organization's capability
3. Institutional Capability - The institutional capacity encompassing six aspects (regulation, institution, human resources, infrastructure, information systems, and budget)

ANALYSIS OF CHANGE COMMITMENT

The findings indicate that **change commitment** within the Regional Civil Service and Human Resource Development Agency of Ogan Komering Ulu Timur Regency is relatively strong, suggesting that organizational members generally support the implementation of talent management. This commitment is reflected in leadership support, employee willingness to embrace organizational change, and positive perceptions regarding the importance of a merit-based talent management system. However, the findings also reveal three important dynamics that influence the quality of organizational commitment.

First, leadership commitment emerged as the primary driver of organizational readiness. The Regent demonstrated strong commitment by issuing supporting local regulations, establishing talent management governance structures, participating directly in policy socialization activities, and formalizing collaboration with the National Civil Service Agency. (Hanivia Cindy et al., 2022), leadership commitment plays a central role in strengthening organizational readiness. Nevertheless, this study extends Weiner's proposition by showing that, in the context of local government, leadership commitment is not generated solely by internal organizational motivation but is also shaped by external institutional pressures. In line with Institutional Theory (Fullan et al., 2024), regulatory requirements, normative expectations associated with bureaucratic reform, and benchmarking against successful local governments collectively reinforced leadership commitment to talent management implementation.

Second, although employees generally expressed willingness to support the new talent management system, differences in understanding were observed across organizational levels. Managers and functional specialists demonstrated a stronger understanding of talent

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management than operational staff, indicating the existence of a cognitive gap that may hinder implementation if not addressed through continuous communication and capacity-building initiatives. This finding supports (Ekhsan et al., 2019), who argue that organizational readiness depends on shared cognitive and affective responses to change rather than individual acceptance alone.

Third, employees perceived talent management positively because it was expected to strengthen fairness, transparency, and merit-based career advancement within the civil service. Such positive expectations constitute an important organizational asset for implementing reform. However, they also create the risk of an expectation gap if policy implementation fails to deliver the anticipated improvements in career management and promotion practices (Tuffaha, 2020). Maintaining employee trust therefore requires consistent implementation of merit principles throughout the talent management process.

Overall, the findings suggest that change commitment within the organization is high; however, sustaining this commitment requires more than visible leadership support. Continuous communication, employee engagement, and the consistent application of merit-based practices are essential to transform initial commitment into successful policy implementation. These findings further demonstrate that organizational commitment in public sector reform is influenced by the interaction between internal organizational readiness and external institutional pressures, thereby extending the Organizational Readiness for Change framework to a highly regulated public administration context.

ANALYSIS CHANGE EFFICACY

The findings indicate that the **change efficacy** of the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency is at a high level, as reflected in the organization's strong confidence in its ability to implement the Civil Servant Talent Management Program. This confidence has been developed through three interrelated mechanisms. First, successful implementation experiences (*mastery experience*) have strengthened organizational confidence by demonstrating the agency's capability to complete key stages of talent management implementation. Second, intensive technical assistance provided by the National Civil Service Agency (*vicarious experience*) has enhanced organizational learning through guidance and the transfer of best practices. Third, continuous leadership support and strategic direction (*verbal persuasion*) have reinforced employees' confidence in the organization's ability to achieve the intended organizational change. Furthermore, the issuance of

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the Talent Management Implementation Decree by the National Civil Service Agency provides concrete evidence of the organization's institutional capability and further strengthens collective confidence in its implementation capacity.

From an implementation perspective, the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency has demonstrated substantial organizational capability by establishing a talent pool, conducting talent mapping using the Nine-Box Talent Matrix, operating the Civil Servant Talent Management Information System, and initiating succession planning for strategic positions. The talent mapping results reveal that most officials are classified within the moderate-to-high performance and potential categories (Boxes 5 and 7), while a smaller proportion has reached the high-performance and high-potential category (Box 9). These findings suggest that the organization has established an objective basis for competency development, career management, and succession planning. Nevertheless, continuous investment in talent development remains necessary to increase the proportion of civil servants who achieve high-potential and high-performance status.

From a theoretical perspective, these findings support (Lemon & Palenchar, 2018) concept of **change efficacy** while extending its applicability to the context of public sector organizations. Specifically, the results demonstrate that organizational confidence in implementing change is influenced not only by internal capabilities but also by external institutional support, particularly the technical guidance and facilitation provided by the National Civil Service Agency. This finding suggests that readiness for talent management implementation in local government organizations is shaped by the interaction between organizational capability and institutional support from the central government, thereby highlighting the importance of intergovernmental collaboration in strengthening organizational readiness for public sector reform.

ANALYSIS INSTITUTIONAL CAPABILITY

The findings indicate that the **change efficacy** of the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency is at a high level, as reflected in the organization's strong confidence in its ability to implement the Civil Service talent management system. This confidence was developed through three mutually reinforcing mechanisms. First, **mastery experience** was established through the successful completion of all implementation stages, including the fulfillment of required indicators, the implementation of Civil Service profiling, and the acquisition of the Decree on Talent Management Implementation issued by the National Civil Service Agency (Decree Number 372 of 2026). These achievements

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provided tangible evidence of organizational capability and strengthened collective confidence in managing the reform process. Second, intensive assistance from the National Civil Service Agency provided technical guidance, organizational learning, and continuous capacity building, thereby enhancing the organization's ability to address implementation challenges. Third, sustained support and strategic direction from regional leaders reinforced organizational confidence by fostering commitment and maintaining momentum throughout the implementation process.

From an implementation perspective, the Regional Civil Service and Human Resource Development Agency has successfully established a **talent pool**, conducted talent mapping using the **Nine Box Talent Matrix**, operated the **Civil Service Talent Management Information System**, and initiated succession planning for strategic positions. The talent mapping results reveal that most officials are classified within the medium-to-high performance and potential categories, providing an objective basis for competency development, career management, and succession planning. Nevertheless, the predominance of employees within the medium-potential category suggests that talent development initiatives should be further strengthened to increase the number of Civil Servants who achieve the **high-potential and high-performance** category and are therefore ready to assume future leadership roles.

These findings support (Lakawathana & Klungklang, 2018) concept of **change efficacy** while extending its applicability to the public sector context. Specifically, the study demonstrates that, within local government organizations, organizational confidence is shaped not only by internal capabilities but also by external institutional support, particularly the technical assistance provided by the National Civil Service Agency. Accordingly, readiness for talent management implementation in the public sector should be understood as the product of the interaction among organizational competence, accumulated implementation experience, leadership support, and institutional guidance from the central government.

Analysis Institutional Capability

The findings indicate that the institutional capability of the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency was generally at a high level, reflecting the organization's capacity to provide the institutional foundation required for implementing Civil Service talent management. This capability was supported by six interrelated dimensions: regulatory readiness, institutional arrangements, human resources, infrastructure, information systems, and budgetary support. Regulatory readiness was evidenced by the availability of a Regent Regulation on Civil Service talent management, complemented by

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implementing guidelines and technical regulations aligned with national policies. Institutional readiness was further strengthened through the establishment of a Talent Management Committee and a Talent Management Working Team, clearly defined organizational responsibilities, effective coordination among organizational units and with the National Civil Service Agency, and the gradual development of a merit-based organizational culture. Together, these institutional arrangements created a coherent governance framework that facilitated the implementation of talent management.

Human resource readiness also contributed substantially to institutional capability. The Regional Civil Service and Human Resource Development Agency possessed an adequate number of personnel with appropriate educational qualifications, technical expertise, and prior experience in civil service management. Specialized personnel, including assessors, competency development analysts, system administrators, and competency assessment coordinators, provided the technical capacity required to manage talent management processes. In addition, employees demonstrated positive attitudes toward organizational change and recognized talent management as an opportunity to enhance professionalism and accountability. Infrastructure readiness further supported implementation through adequate office facilities, computer equipment, reliable internet connectivity, and the ongoing development of a Competency and Potential Assessment Unit, which is expected to strengthen the organization's capacity to conduct competency assessments independently and sustainably.

The information system dimension also demonstrated a high level of readiness. The organization had adopted the Civil Service Talent Management Information System developed by the National Civil Service Agency as the primary platform for integrating personnel information, conducting talent mapping, and supporting succession planning. Data quality was strengthened through comprehensive verification, validation, and synchronization processes to address discrepancies across personnel databases, thereby improving the reliability of evidence-based human resource management. Furthermore, integration between the Civil Service Talent Management Information System, the National Civil Service Information System, and the electronic performance management system enabled consistent utilization of personnel data across multiple administrative processes while reducing data duplication. The appointment of dedicated system administrators and the implementation of data security procedures further enhanced the sustainability and reliability of the digital talent management infrastructure.

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In contrast to the other dimensions, budgetary readiness remained at a moderate level and represented the principal institutional gap. Although financial resources had been allocated through existing government programs and activities, talent management had not yet been supported by a dedicated budget classification, resulting in dependence on fragmented funding arrangements. Consequently, available resources were directed primarily toward administrative activities rather than long-term investments in competency development and talent retention. This finding extends Weiner's organizational readiness framework by demonstrating that, within local government organizations, financial readiness constitutes a distinct institutional capability that significantly influences the sustainability of organizational change. Therefore, successful implementation of talent management in the public sector depends not only on regulatory, organizational, human resource, and technological readiness but also on the establishment of dedicated and sustainable financial support that aligns institutional commitment with resource allocation.

CONCLUSION

The findings indicate that the overall readiness for talent management implementation at the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency was at a high level, with an average readiness score of 89 out of 100. This high level of readiness was reflected in three interrelated dimensions. First, **change commitment** was demonstrated through the strong commitment of local government leaders, evidenced by the joint commitment with the National Civil Service Agency, the enactment of the Regent Regulation on Civil Service talent management, the active support of the agency leadership, employees' willingness to embrace organizational change, and positive perceptions of talent management as a fair and merit-based human resource management system. Second, **change efficacy** was reflected in the organization's confidence in its ability to implement talent management successfully, as demonstrated by the successful acquisition of the National Civil Service Agency Decree on Talent Management Implementation, the establishment of talent pools, the application of the Nine Box Talent Matrix, the operation of the Civil Service Talent Management Information System, and the initiation of succession planning. Third, **institutional capability** was generally high, supported by adequate regulatory frameworks, institutional arrangements, human resources, infrastructure, and information systems, although budget readiness remained the weakest dimension due to the absence of a dedicated budget allocation for talent management.

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The study also identified several factors that influenced organizational readiness. Supporting factors included strong leadership commitment, comprehensive regulatory support, the establishment of a Talent Management Committee and Working Team, the availability of qualified personnel such as assessors, competency development analysts, and system administrators, the integration of digital information systems, intensive technical assistance from the National Civil Service Agency Regional Office, and the active participation of civil servants in competency profiling activities. Conversely, several constraints were identified, including the absence of a dedicated talent management budget, remaining inconsistencies in personnel data quality, uneven understanding of talent management across government agencies, limited participation in competency profiling relative to the total number of civil servants, the need to strengthen a strategic and merit-based organizational culture, and limitations in supporting facilities and infrastructure.

From a theoretical perspective, this study extends Weiner's Organizational Readiness for Change framework by demonstrating that **institutional capability** constitutes an essential dimension of organizational readiness in the public sector. The findings suggest that successful implementation of talent management depends not only on organizational commitment and confidence but also on institutional capacity encompassing regulatory support, organizational structures, human resources, infrastructure, information systems, and financial resources. Furthermore, the study reinforces Scott's institutional theory by illustrating how regulatory compliance, normative commitment to merit principles, and the gradual development of a meritocratic organizational culture collectively support policy implementation. These findings also contribute to the public sector human resource management literature by highlighting the role of integrated, evidence-based, and digitally supported talent management in strengthening merit-based governance and bureaucratic reform.

Practically, the findings provide important implications for multiple stakeholders. For the Regional Civil Service and Human Resource Development Agency of East Ogan Komering Ulu Regency, the results offer a comprehensive assessment of organizational readiness and identify priority areas for improvement, particularly budget allocation, data quality, and employee understanding of talent management. For the local government, the findings emphasize the importance of strengthening financial support and integrating talent management into long-term human capital development strategies. For the National Civil Service Agency, the study provides empirical evidence that can be used to refine readiness assessment instruments, technical assistance programs, and capacity-building initiatives for local governments. Finally, the study

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offers a practical analytical framework that may be adapted by future researchers to examine organizational readiness for implementing talent management and other public sector reforms across different governmental contexts.

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