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## TALENT MANAGEMENT IN EDUCATION: DEVELOPING TEACHER COMPETENCE IN THE DIGITAL ERA

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### Abstract

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The increasingly rapid digital transformation requires teachers to have relevant and adaptive skills in utilizing technology as part of the learning process. Talent management plays an important role in ensuring continuous competency development for teachers through various training programs, career development, and performance evaluation. This study aims to analyze talent management in education, especially related to the development of teacher competencies in the digital era. This study uses a qualitative approach with a descriptive method. The results of the study indicate that talent management plays an important role in developing teacher competencies in the digital era with a focus on talent identification, training, mentoring, technology utilization, and performance evaluation. This process not only improves teachers' teaching skills but also encourages innovation and collaboration in the educational environment. With the right support and constructive feedback, talent management creates a positive school culture, where teachers feel valued and motivated to develop. Despite challenges such as limited resources, successful talent management can significantly improve the quality of education and help teachers adapt to changing times. Overall, investment in talent management contributes to achieving a better vision of education in a competitive global context.

**Keywords:** Talent Management; Teacher Competence; Digital Era; Education; Skills Development

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## INTRODUCTION

In the era of globalization and increasingly rapid digitalization, the role of human resources is becoming increasingly crucial for the success of organizations in achieving their strategic goals. Human resources are no longer just task implementers, but rather the main assets that support innovation, productivity, and organizational competitiveness (Yusutria, 2017). The ability of individuals to adapt to new technologies, develop digital skills, and collaborate effectively in a dynamic work environment are important factors in realizing the organization's vision. Without the active role and contribution of competent human resources, the organization will not be able to translate conceptual plans into sustainable real actions (Nurbaya, 2020). Therefore, human resource development through training, talent management, and professional development programs is a key element in ensuring sustainability and long-term success amidst increasingly fierce global competition (Parinsi & Musa, 2023).

Furthermore, the role of human resources as the mainstay of the organization's path to remain competitive in the digital era increasingly demands strategic thinking in its management (Basuki, 2023). Digital transformation requires organizations to not only focus on technology, but also on efforts to create an environment that encourages innovation and openness to change. Resilient and highly competitive human resources are able to face global challenges by providing creative solutions and increasing operational efficiency through the use of digital technology (Martaningtyas, 2023). Thus, investment in human resource development, both in terms of technical skills and soft skills, is one of the determining factors that will strengthen the organization's position in global competition and ensure that the organization is able to face disruptions that may occur in the future (Darmawan et al., 2023).

Human resource management has now entered a new chapter with the emergence of the concept of talent management which is an important element in employee management (Sunarto, 2020). Many companies often focus on the recruitment process to attract the best talent, but do not pay adequate attention to the management and development of existing talent (Faeni et al., 2023). As a result, organizations lose the opportunity to maximize the potential of employees who can actually make a significant contribution to the success of the company. According to Rachmadinata & Ayuningtias, (2017) in today's highly competitive market, talent management is not only about recruiting the right people, but also about maintaining, developing, and optimally utilizing their abilities to achieve the company's strategic goals. This shows that focusing on talent management is critical to ensuring the continued growth and success of an organization.

Furthermore, talent management is a key driver of organizational success because competent and well-developed employees will make a greater contribution to innovation, efficiency, and competitiveness (Diniarsa & Batu, 2023). Companies that are able to implement effective talent management strategies will be better able to face the rapid and uncertain changes in the business environment. In the long term, good talent management not only helps organizations retain the best employees but also increases employee job satisfaction, productivity, and loyalty (Octavia & Susilo, 2018). Therefore, companies need to allocate sufficient resources and time to design talent development programs, such as training, mentoring, and clear career paths, to ensure that existing talents can contribute maximally to the growth and sustainability of the company (Nikmah et al., 2023).

In today's digital era, school organizations must face increasingly complex global challenges by preparing human resources, especially teachers, to be able to adapt to technological developments and changes in the educational environment (Riswanto & Mulyanti, 2024). Improving teacher competence is one of the strategic efforts to ensure that schools are able to compete on a global scale. Teachers not only need to master teaching materials, but also digital skills that enable them to utilize technology in the learning process, such as the use of e-learning platforms, interactive media, and data-based learning approaches (Faturahim & Purwanto, 2023). With better competence, teachers can create a learning environment that is more innovative and relevant to the needs of students in the 21st century, while increasing the effectiveness of overall school performance. In addition, the development of this competence also opens up opportunities for schools to build an international reputation, attract global students and partners, and create sustainable education quality (ELyas, 2018).

In Law of the Republic of Indonesia Number 14 of 2005 Article 8, it is stated that teacher competence includes four main aspects, namely personality, pedagogical, social, and professional competence (Febriana, 2018). Personality competence refers to the

teacher's ability to have high moral integrity, act as a role model for students, and have a professional attitude that can positively influence the learning environment (Huda, 2017). Pedagogical competence includes the teacher's ability to design, implement, and evaluate the learning process effectively so that it can meet students' learning needs (Akbar, 2021). Meanwhile, social competence emphasizes the teacher's ability to interact and communicate well, both with students, parents, colleagues, and the wider community, in order to create a conducive learning environment (Ashsiddiqi, 2012). Finally, professional competence includes mastery of the subject matter taught and a deep understanding of teaching methodology that is in accordance with the development of science and technology (Helmi, 2015). These four competencies can be obtained and improved through teacher professional education, which aims to prepare teachers to be able to carry out their roles effectively and provide a positive impact on the academic and character development of students.

Talent management plays an important role in improving teacher competence, especially in the digital era where demands on teacher abilities and skills are increasingly complex. Through effective talent management, schools can identify, develop, and retain teachers with the best potential to support educational goals (Fauzi et al., 2024). This strategy involves a proper recruitment process, continuous development through training and mentoring, and accurate performance assessments to ensure that teachers can continue to improve their competencies in personality, pedagogical, social, and professional aspects, as mandated by Law of the Republic of Indonesia Number 14 of 2005 (Saniyah et al., 2024). With good talent management, teachers will be better able to adapt to changes in technology and modern pedagogy, so that they can provide relevant and meaningful learning experiences for students. In addition, talent management also encourages increased teacher motivation and job satisfaction, which in turn contributes to improving the quality of education and school competitiveness at the national and global levels (Wahyudi & Tupti, 2019).

The purpose of this study is to analyze the role of talent management in improving teacher competence in the digital era, with a focus on how talent management strategies can be applied to optimize teacher performance in personality, pedagogical, social, and professional aspects. This study also aims to identify the challenges faced by schools in developing effective talent management programs. The benefits of this research are to provide insight to educational institutions regarding the importance of talent management in developing teacher competencies, so that it can improve the quality of learning, adaptation to technology, and school competitiveness amidst global competition. In addition, the results of this study can be a guide for policy makers in designing more structured and sustainable training and development programs for teachers.

## **METHODS**

This research method uses a descriptive-analytical approach with the aim of describing and analyzing the role of talent management in improving teacher competence in the digital era. Data were collected through a comprehensive literature review from various relevant sources, including scientific journals, research articles, and reports (Sugiyono, 2010) that discuss related topics, such as talent management, teacher competency, and implementation of technology in education. These sources were carefully selected to ensure the validity and relevance of the data obtained. Once the data is collected, the analysis process is carried out qualitatively, by reviewing and interpreting existing information to identify emerging trends, concepts, and challenges related to

managing teacher talent in the digital era. This approach allows researchers to gain a deeper understanding of the dynamics of talent management in the educational context and how it can contribute to improving teacher competence. This descriptive-analytical analysis provides a comprehensive and in-depth picture which is expected to be the basis for strategic recommendations in developing talent management in educational institutions.

## RESULTS & DISCUSSION

### *The Role of Talent Management in Developing Teacher Competence in the Digital Era*

Talent management has a very important role in improving the quality of education and realizing the vision of independence in the context of national education. By identifying, developing, utilizing, and maintaining individual talents, we can together achieve independence in thinking and working. As expressed by Saren & Mishra (2016), in today's competitive market situation, talent management is one of the main factors that determine the success and growth of an organization. In the realm of education, talent management contributes significantly to the development of teacher competencies.

Talent management has various important roles in developing teacher competency in the digital era. Here are some of the main roles of talent management in this context:

#### 1. Identify Talent and Potential

Identification of Talent and Potential in talent management is a crucial first step in developing teacher competency in the digital era. This process involves a thorough assessment of individual qualifications, skills, and characteristics to identify teachers with the best potential for development. By using various assessment tools, such as interviews, questionnaires, and direct observation, schools can identify talents that may not be visible at first glance. In addition, this approach allows educational administrators to understand the specific needs of each teacher, so they can design development programs that suit their talents and strengths.

In the context of education in the digital era, talent identification not only includes traditional teaching skills, but also technology and innovation skills. For example, teachers who demonstrate the ability to integrate technology into learning can be motivators for their colleagues to adopt modern teaching methods. In addition, identifying leadership potential among teachers can open up opportunities for them to take on greater roles in curriculum development or training programs in schools. In this way, talent management can help create a teaching team that is not only skilled but also proactive in supporting the transformation of education in the digital era.

#### 2. Training Program Development

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### 3. Mentoring and Assistance

Mentoring and Assistance are important aspects of talent management that play a role in developing teacher competencies in the digital era. Mentoring programs can help new or less experienced teachers learn from their more senior colleagues. In this context, more experienced teachers provide guidance, support, and share knowledge and best practices in teaching. With this approach, teachers can quickly address the challenges they face and improve their skills in designing and implementing effective learning. The mentoring process creates a mutually beneficial relationship, where mentors can also learn from the perspectives and innovations brought by new teachers.

Additionally, mentoring and coaching helps create a collaborative culture within schools, where teachers feel supported and motivated to share experiences. This is especially important in the digital age, where new technologies and teaching methods are constantly evolving. Through regular mentoring sessions, teachers can discuss the implementation of educational technology, challenges in using digital tools, and strategies to overcome barriers to learning. Thus, the mentoring program not only improves individual teacher competencies but also strengthens the teaching team as a whole, encouraging continuous innovation and collaboration in creating an effective learning environment.

### 4. Use of Technology for Development

Talent management in the digital era utilizes information technology to expand teachers' access to various educational resources that can support their competency development. Through online learning platforms, teachers can access training modules specifically designed to improve their skills in using technology in the learning process. For example, online courses on the use of educational software, learning applications, or interactive teaching strategies can be accessed anytime and anywhere, allowing teachers to learn at their own pace. Additionally, resources such as articles, video tutorials, and case studies can help teachers stay informed about the latest developments in education and technology, so they can implement best practices in their teaching.

Additionally, the use of collaborative platforms allows teachers to interact and share experiences with their colleagues, creating a dynamic and supportive learning community. In this platform, teachers can discuss, exchange ideas, and solve problems together, strengthening the professional network among them. Through discussion forums, social media groups, or collaboration applications, teachers not only get constructive feedback on their teaching methods, but also inspire each other to try new approaches. In this way, information technology not only expands access to training and resources, but also builds a community that supports professional growth and continuous development of teacher competencies in the digital era.

### 5. Performance Evaluation and Feedback

Teacher performance evaluation is an important aspect of talent management that serves to improve the quality of teaching and learning in schools. By conducting regular evaluations, talent management can identify strengths and areas for

improvement in teachers' teaching methods. This process involves objective assessments that include direct classroom observation, student feedback, and analysis of student learning outcomes. With this approach, evaluations focus not only on the end result but also on the learning process undertaken by the teacher, providing a comprehensive picture of the effectiveness of their teaching.

The feedback obtained from performance evaluations is invaluable to teachers in their professional development efforts. By getting constructive feedback, teachers can identify teaching strategies that have worked and areas that need adjustment. This encourages teachers to adapt their methods to suit the diverse needs of their students, creating a more personalized and relevant learning experience. In addition, transparent and data-based performance evaluation can increase teachers' motivation to continue learning and developing, strengthening their commitment to improving the quality of education in schools. Thus, the role of talent management in performance evaluation is key in creating a responsive and adaptive educational environment.

#### 6. Creating a Supportive Learning Environment

A school culture that supports innovation, collaboration, and professional development is one of the important outcomes of effective talent management. By creating a positive environment, schools can facilitate the exchange of ideas and experiences among teachers. Talent management plays a role in promoting collaboration through various initiatives, such as study groups, team projects, or best practice sharing sessions, which allow teachers to learn from each other. When teachers feel supported and valued in their efforts to innovate, they are more motivated to share new ideas and try different teaching approaches, which in turn enriches the learning experience for students.

In addition, an environment that supports innovation and professional development provides opportunities for teachers to engage in relevant training activities and workshops. In this context, talent management provides teachers with access to training on the latest technologies, active learning methods, and differentiation strategies in teaching. When teachers are given the opportunity to develop their skills and experiment with new approaches, they not only improve the quality of their teaching, but also increase their satisfaction and commitment to the profession. Thus, talent management not only builds individual teacher competencies, but also creates a progressive and sustainable organizational culture in the development of education in schools.

#### 7. Retention and Rewards

Teacher retention is a crucial aspect of talent management that has a direct impact on the quality of education in schools. By rewarding teachers for their achievements, schools show recognition and appreciation for their efforts and dedication. These rewards can take the form of formal recognition, such as an annual award, or financial incentives, such as bonuses or special allowances. When teachers feel appreciated and recognized, they tend to be more motivated to give their best in teaching and commit to improving their performance. Additionally, appropriate recognition can build a sense of community among teachers, creating a positive environment where all members feel they support each other in achieving common goals.

In addition to rewards, creating a clear career path is also very important in retaining top talent. Schools should provide opportunities for teachers to develop professionally through structured career development programs. This may include

opportunities to take on leadership positions, participate in research, or pursue higher education. When teachers see that there is potential for career advancement, they are more likely to stay and invest in their own development. By keeping teachers motivated and satisfied through rewards and clear career paths, schools not only retain top talent but also create a dedicated and high-quality teaching team, which ultimately has a positive impact on improving the quality of education.

### ***Challenges Schools Face in Developing Talent Management Programs in the Digital Age***

Schools face a number of challenges in developing talent management programs in the digital age. Some of the main challenges include:

#### **1. Limited Resources**

Many schools in less developed areas often operate on limited budgets, making it difficult for them to provide the resources needed for training and professional development programs. These limitations can include not only funds to pay for training, but also access to adequate educational materials, technological devices, and physical facilities. Without adequate financial support, schools struggle to conduct effective training or bring in outside experts who can assist in teacher competency development. This has the potential to result in stagnation in professional development, where teachers do not receive the knowledge and skills updates needed to adapt to the demands of education in the digital age.

Apart from financial issues, technical limitations also pose a significant challenge for these schools. Many teachers may not have adequate technological skills to utilize available digital tools, and not all schools have the IT infrastructure to support the use of technology in teaching. Limitations in terms of hardware, software, and internet connectivity can hinder the implementation of digital-based talent management programs. Without adequate technical support, efforts to improve teacher competency through technology are severely limited, making it difficult for schools to compete in an increasingly competitive and technology-based educational environment. In this context, it is important for the government and relevant agencies to provide the necessary support to enable these schools to address resource challenges and implement effective talent management programs.

#### **2. Resistance to Change**

The implementation of talent management in schools often encounters significant challenges related to resistance from teaching staff who are accustomed to traditional teaching methods. Many teachers are comfortable with the old ways of teaching and worry that the proposed changes could disrupt their routines. This uncertainty can lead to feelings of anxiety and skepticism about new strategies being implemented. When teachers feel that the methods they have been using so far have been quite effective, they may be reluctant to try new approaches that are considered more complex or unfamiliar. This can create a negative atmosphere where change is perceived as a threat, rather than an opportunity for professional development.

Furthermore, unpreparedness in adopting new technologies or innovative teaching methods can also be a factor causing resistance. Many teachers may feel they lack the digital skills necessary to operate new software or technology-based educational tools. This lack of confidence can prevent them from accepting the training provided within the talent management framework. To address this issue, it is important for schools to provide adequate training and support so that teachers feel

more comfortable with the changes. By providing adequate resources and creating a collaborative atmosphere, schools can help teachers transition more smoothly into the desired talent management model, thereby increasing their commitment and engagement in ongoing professional development.

### 3. Availability of Technology

While technology offers a lot of potential to improve talent management, the reality is that not all schools have adequate access to the necessary hardware and technology infrastructure. Many schools, especially those in remote areas or with limited budgets, cannot afford the necessary tools, such as computers, projectors, or mobile devices, which are essential for implementing digital-based training programs. These limitations are not only limited to physical devices, but also include access to a stable and fast internet connection. Without adequate infrastructure, schools find it difficult to integrate technology into the learning and training process, which can reduce the effectiveness of talent management programs designed to improve teacher competency.

Furthermore, limited access to technology can create gaps in professional development opportunities for teachers. When some teachers have access to better tools and resources than their colleagues, this can lead to inequities in skills and knowledge development. Teachers who do not have access to digital training may be left behind when it comes to updating teaching methods and using the latest technology in the classroom. To address these challenges, it is important for governments and educational institutions to make significant investments in technology infrastructure in schools, especially those in less developed areas. By creating an environment that supports equitable access to technology, schools can ensure that all teachers have equal opportunities to develop their skills and contribute maximally to improving the quality of education.

### 4. Effective Evaluation and Feedback

Developing an objective and constructive evaluation system to measure teacher performance in a digital context is a significant challenge for many schools. This process requires a systematic approach to data collection, including the use of digital tools and platforms that can capture various aspects of teacher performance. Schools need to establish clear and measurable criteria so that evaluations can provide an accurate picture of competence and teaching effectiveness. In addition, evaluation systems must be able to integrate input from students, peers, and school leaders to produce comprehensive feedback. However, this achievement is often hampered by a lack of resources and training for staff to use technology effectively in the evaluation process.

On the other hand, it is important for schools to ensure that the evaluation process does not add to the workload of teachers, who are often already busy with teaching and administrative tasks. Therefore, the evaluation system should be designed with ease of use and efficiency in mind. By leveraging existing technology, such as performance management applications or online surveys, schools can collect data automatically and reduce the time teachers spend completing reports or questionnaires. The feedback given should be constructive and supportive, rather than just a final assessment, so as to encourage teachers to continue to develop and improve their teaching methods. In this way, evaluation can be a useful tool in professional development, without adding stress to teachers, and ultimately contribute to improving the overall quality of education.

#### 5. Focus on Sustainable Development

Talent management should be seen as an ongoing process, not just a one-time step to achieve a specific goal. To ensure that teacher competency development can run smoothly, schools must commit to creating an environment that supports continuous professional growth. This includes providing ongoing training and development opportunities, providing access to relevant resources, and creating opportunities for collaboration between teachers. In this way, teachers can continuously update their knowledge and skills according to the latest developments in education and technology.

However, creating a culture that supports this professional development is not an easy task, especially in a dynamic and stressful environment like schools. Teachers are often faced with many demands, ranging from high workloads to various policy and curriculum changes. In such situations, schools must strive to reduce the pressure and create space for teachers to focus on self-development. One way to achieve this is by building a support network that allows teachers to share experiences and learn from each other. In addition, recognition and appreciation for professional development efforts are also important to motivate teachers to continue to actively participate in these programs. With the right approach, schools can build a culture that not only supports talent management but also contributes to improving the overall quality of education.

### CONCLUSION

Talent management plays a very important role in developing teacher competencies in the digital era, with a focus on talent identification, training program development, mentoring, technology utilization, performance evaluation, creating a supportive learning environment, and retention and rewards. Through a structured identification and development process, talent management not only helps teachers improve their teaching skills but also promotes innovation and collaboration within the educational environment. By providing appropriate support, constructive feedback, and recognition for achievement, talent management can create a positive and proactive school culture, where teachers feel valued and motivated to continue to develop. As a result, the quality of education can increase significantly, in line with the vision of freedom in thinking and working in the context of national education.

Talent management is a complex and ongoing process that requires attention and commitment from all parties involved, including school management, teachers, and other stakeholders. In an increasingly dynamic and challenging context, schools are expected to create a culture that supports professional development, as well as provide resources and opportunities for teachers to continuously improve their skills and knowledge. In addition, the importance of objective and constructive performance evaluation is key to providing useful feedback to teachers, without increasing their workload. By utilizing information technology, schools can implement more effective and efficient development programs. Despite various challenges, such as limited resources and resistance to change, success in talent management will have a positive impact on the quality of education and teachers' ability to adapt to developments. Overall, investment in talent management will not only improve teacher competence but also contribute to achieving a better vision of education in an increasingly competitive global context.

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