

The role of talent management in creating a competitive advantage for vocational high school teachers in the era of globalization

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ABSTRACT

This research aims to investigate the important role of talent management in addressing various challenges faced by vocational high school (SMK) teachers in the context of identifying and recruiting talented teachers, developing skills and knowledge, motivating and rewarding, and maintaining and retaining talented teachers. In an increasingly complex globalized era, SMK teachers must possess relevant qualifications and competencies to meet the demands of the time in order to create competitive advantages. However, managing talent in SMK teachers remains a concern. This research can contribute to providing greater insights and understanding about the importance of talent management in the context of SMK education. This research is based on a literature review, where various relevant literature sources are examined and described in a descriptive manner. The findings of this research reveal that talent management plays a central role in identifying and recruiting talented teachers through a comprehensive selection process. Additionally, talent management supports the development of skills and knowledge of SMK teachers through relevant training and professional development programs tailored to the needs of the industry. Furthermore, talent management is involved in motivating and rewarding SMK teachers through recognition and appropriate incentives. Lastly, talent management assists in the maintenance and retention of talented teachers through proper placement, clear career development, and ongoing professional support.

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1. Introduction

In an increasingly competitive era of globalization, organizations are required to have a competitive advantage in order to survive and thrive in a complex market. Competitive advantage can be obtained through various factors, and one of the key factors is a qualified and potential human resource. Talent management is a strategic approach to managing and developing high-potential human resources within an organization. Talent management is capable of creating organizations with unique characteristics that are difficult to imitate (Ciptagustia 2019). It encompasses the identification, recruitment, development, retention, and empowerment of talented individuals who make significant contributions to the achievement of company goals. In the context of globalization, talent management becomes increasingly important as organizations need to face challenges such as technological changes, global competition, and rapid market dynamics. However, despite talent management being recognized as a crucial factor in creating competitive advantage, there are still various challenges and issues that organizations face in implementing effective talent management practices.

Talent management is a structured system within an organization that plays a role in attracting, developing, and retaining talent, as well as supporting the organization in achieving its goals and competitive advantage (Widodo et al. 2016). Talent management is a crucial mission process to ensure the quality and quantity of individuals or employees required for current and future business activities, which form a series of integrated activities to make the organization more appealing, sustainable, motivated, and to develop talented individuals (Ciptagustia 2019).

Competitive advantage is the condition of a company being able to generate economic value that exceeds its competitors' profits, and when competitors are unable to replicate the benefits of such a strategy (Ciptagustia 2019). According to the resource-based view, competitive advantage depends on resources that are valuable, rare, and difficult to imitate within the organization, with human resources being one of the scarce resources (Rabbi et al. 2015).

Based on the perspectives that have been explained, talent management can be linked to competitive advantage in the era of globalization. In the context of globalization, talent management assists vocational schools (SMK) in attracting, developing, and retaining talented teachers who can adapt to global challenges and competition. Talent management plays a crucial role in achieving goals and competitive advantage in the global education context. Through talent management, SMK can plan, manage, and improve the quality of human resources, particularly teachers, to compete effectively in the era of globalization. Additionally, talent management also helps SMK in motivating and developing individuals with talent to contribute optimally in the evolving global education context. The focus of the discussion lies on four aspects: identification and recruitment of talented teachers, skills and knowledge development, motivation and rewards, as well as the maintenance and retention of talented teachers.

Vocational High Schools (SMK) play a crucial role in producing skilled and qualified workforce in the era of globalization. SMK teachers have a crucial role in training and developing students' competencies in various vocational fields. In facing global competition and the evolving demands of the job market, the role of talent management in the context of SMK teachers becomes increasingly relevant. Talent management for SMK teachers includes strategies for identification, selection, development, retention, and empowerment of qualified and high-potential teachers. This competitiveness is closely tied to the teachers' ability to face various challenges and demonstrate excellence in their respective fields. An individual's excellence should align with the school's excellence, which serves as a platform for human collaboration (Hambali and Luthfi 2017).

Competent and talented SMK teachers play a significant role in creating a competitive advantage for educational institutions. They not only act as educators but also as change agents, innovators, and facilitators for student progress and SMK educational programs. However, the implementation of talent management for SMK teachers still faces several challenges. One of them is the difficulty in identifying and recruiting talented teachers with a deep understanding of vocational fields and relevant skills. Additionally, the lack of proper development and training strategies can hinder teachers from updating their knowledge and skills to remain relevant to industry advancements. Moreover, motivation and recognition factors are also important aspects of SMK teacher talent management. Dissatisfaction with salaries, opaque promotion policies, and a lack of recognition for teachers' achievements can have a negative impact on their motivation and performance.

The study (Rahmadani and Qomariah 2022) indicates that character formation and performance can be achieved through the implementation of KASAH (Knowledge, Ability, Skill, Attitude, Habit) to attain a competitive advantage. Therefore, this study will focus on examining the role of talent management in creating a competitive advantage.

The study (Adawiyah and Rifqi 2022) states that enhancing the competitiveness of Vocational High Schools (SMK) can be achieved through improving students' competencies. Hence, this study will explore the variable of talent management in enhancing the competitiveness of SMK from the perspective of its teachers.

The study (Lamijan 2021) examines talent management in two aspects, namely school development through talent management and the outcomes or impacts of implementing school development programs through talent management. Therefore, this research will concentrate on talent management concerning the identification and recruitment of talented teachers, skill and knowledge development, motivation and recognition, as well as the retention of talented teachers. The problem statement of the research is as follows:

What is the role of talent management in addressing the challenges of identifying and recruiting talented teachers, developing skills and knowledge, motivating and recognizing teachers, as well as maintaining and retaining talented teachers, with the aim of creating a competitive advantage for SMK teachers in the era of globalization?

Therefore, conducting research on the role of talent management in creating a competitive advantage in the era of globalization for SMK teachers is crucial. This research can identify the factors that influence the successful implementation of talent management for SMK teachers and provide practical recommendations for recruiting, developing, motivating, and retaining talented teachers in the context of vocational education. Thus, this research is expected to make a significant contribution to the development of talent management for SMK teachers, improving the quality of vocational education, meeting the evolving needs of the job market, and creating a competitive advantage for SMK educational institutions in the challenging era of globalization.

The expected implications of this research are policy and practice implications of talent management in SMK education, emphasizing the need for changes in recruitment, development, motivation, and retention strategies for talented teachers to enhance the competitive advantage of SMK teachers in the era of globalization.

2. Research Method

This research is based on a literature review approach, aiming to gather various literature references related to the topic of the study, which is the Role of Talent Management in Creating Competitive Advantage for Vocational Teachers in the Era of Globalization. The literature review process involves examining and collecting data from relevant literature sources, and it is described descriptively.

The following steps were taken in this process: a) Data collection was conducted by reviewing scholarly journal articles that are relevant to the research problem, b) Searching for research articles was performed by visiting online journal platforms (e.g., OJS) indexed by Google Scholar, SINTA, and other sources, conducting a search using keywords or terms related to the research topic and selecting relevant research articles while considering the predetermined inclusion criteria, and c) The data screening and extraction phase was followed by data analysis and synthesis using a narrative method to address the research questions. By employing this methodology, the research provides a comprehensive overview of the examined topic based on the gathered data and information from relevant literature.

3. Results And Discussions

Talent management has become an increasingly important issue in the context of vocational education (SMK) in the competitive era of globalization. SMK teachers play a central role in preparing skilled and work-ready workforce. Therefore, conducting research on the role of talent management in creating a competitive advantage for SMK teachers is highly relevant and important. This discussion aims to illustrate the existing understanding of the role of talent management in the context of SMK education, the challenges faced, and its impact on competitive advantage. In the context of SMK teachers, there are several main focuses regarding the role of talent management in creating a competitive advantage in the era of globalization, namely addressing the challenges of identifying and recruiting talented teachers, developing skills and knowledge, motivating and recognizing teachers, as well as maintaining and retaining talented teachers.

Identification and recruitment of talented teachers

The process of identifying and recruiting talented teachers with a deep understanding of vocational fields and relevant skills can be a challenge. There are difficulties in attracting and recruiting highly potential teachers who can provide quality and market-relevant education.

Identifying and recruiting talented teachers is a crucial aspect of talent management in SMK. Rahman (2015), the identification and recruitment of talented teachers are efforts to obtain potential teachers who possess the required competencies in their respective fields. Teachers who have passed the selection process must undergo a final selection process in the form of teacher internship (Alam & Kamela, 2022). This process includes planning by analyzing the needs of teachers, implementing recruitment, selection, interviews, and internships. The screening process is essentially a structured effort to ensure that those who

pass are deemed most suitable based on the specified qualifications, including the academic background of teachers in vocational fields and skills relevant to the subjects they teach (Putri & Karwanto, 2021).

An effective identification and selection process can help identify teachers with a deep understanding of vocational fields and relevant skills. However, there are still challenges in attracting and recruiting talented teachers, such as the lack of incentives and career uncertainty, which can hinder the attraction of talented teachers. Schools need to provide certainty regarding teachers' trust in their profession, such as job suitability with abilities and interests, as well as teachers' satisfaction towards their profession, including satisfaction with their profession, salary, promotion opportunities, and work environment (Saripudin 2014).

Based on these factors, the role of talent management in addressing the identification and recruitment of talented teachers to enhance competitive advantage in the era of globalization for SMK teachers is to find that an effective process of identifying and selecting talented teachers can help identify teachers with a deep understanding of vocational fields and relevant skills. It can also help minimize the challenges faced, such as the lack of incentives and career uncertainty, which can hinder the attraction of talented teachers.

Skills and Knowledge Development

SMK teachers need to continuously develop their skills and knowledge to remain relevant to the advancements in industries and technology. However, often the lack of effective development and training strategies can hinder teachers from updating their knowledge and skills, which in turn impacts the quality of education they deliver.

SMK teachers need to continuously develop their skills and knowledge to stay relevant to the advancements in industries and technology. The development of teachers' skills and knowledge can be achieved through on-the-job training and in-service training (Ramaliya, 2018). Training in developing the soft skills required by the industrial world is provided to vocational school students (Fidhyallah, Pratama, Wolor, & Febriantina, 2022). According to research by (Rusdin 2017), ongoing training and development are vital to enhance teachers' competence through cumulative education and training. This can be achieved through various methods such as In-House Training (IHT), competency-based integrated technical training, structured training programs, short courses at Teacher Training Institutes, and internal school development training. However, there are challenges related to limited budget allocation and a lack of teachers' responsibility to improve their competence. Additionally, there are shortcomings in effective development strategies, and a lack of industry-relevant training may limit SMK teachers' ability to deliver education aligned with the demands of the job market.

Based on this, the role of talent management in addressing skills and knowledge development to enhance competitiveness in the era of globalization for SMK teachers is to emphasize the importance of ongoing training and development to enhance teachers' competence. However, challenges still exist, such as limited budget allocation and a lack of industry-relevant training, which can limit teachers' ability to deliver education aligned with the demands of the job market.

Motivation and recognition

Motivation and recognition play a crucial role in enhancing the performance of SMK teachers. Dissatisfaction with salary, lack of transparent promotion policies, and inadequate recognition for teachers' achievements can have a negative impact on their motivation. This can hinder teachers from making maximum contributions and creating a competitive advantage in vocational education. According to research by (Rasyid and Tanjung 2020), compensation provided to teachers in the form of financial rewards (salary, allowances, bonuses, and commissions) or non-financial rewards (authority and responsibilities, recognition for their performance), both directly and indirectly, based on their length of service or workload. Similarly, high motivation leads to satisfaction among teachers when consistently provided, therefore it is important to pay attention to motivation in order to maintain teachers' enthusiasm and job satisfaction. (Nurpina 2016), the accuracy of recognition perceived by teachers leads to improved job performance, and the appropriateness of recognition perceived by teachers results in increased achievement motivation.

Motivation and rewards have a beneficial impact on employee performance, where financial rewards play the most important role in motivating employees (Kumari, Barkat Ali, Nisa Khan, & Abbas, 2021). The granting of awards has a significant impact on teacher performance (Kurniawan, Harapan, & Rohana, 2021). Teachers who are satisfied with compensation and recognition tend to have high motivation

to make maximum contributions. However, there are still issues with non-transparent promotion policies and unfair recognition, which can have a negative impact on teachers' motivation to create a competitive advantage.

Therefore, the role of talent management in addressing motivation and recognition to enhance competitiveness among SMK teachers is to ensure that teachers who are satisfied with compensation and recognition have high motivation to make maximum contributions. The challenges faced include non-transparent promotion policies and inadequate recognition, which can negatively affect teachers' motivation to create a competitive advantage.

Maintenance and Retention of Talented Teachers

Maintaining and retaining talented teachers is a crucial aspect of talent management. Challenges arise when educational institutions are unable to retain talented teachers due to reasons such as limited career opportunities, inadequate working conditions, or a lack of clear career development. This can result in the loss of highly skilled and experienced human resources, which impacts the quality of education and the competitive advantage of vocational schools (SMK).

Retention can be defined as an effort to keep teachers motivated and wholeheartedly dedicated to their duties as educators (Nasir & Mujiati, 2020). According to Mathis & Jackson (2012), retention is the effort to keep employees within an organization to work together towards organizational goals. Factors influencing retention include organizational components, career opportunities within the organization, rewards, job design, and employee relationships. Research by (Susandi 2022) indicates that retaining employees is important to reduce turnover and costs associated with hiring new workers. Retention is crucial because the longer an individual works within an organization, the stronger the emotional bond formed between the organization and its members. Policies supporting career development, conducive work environments, and recognition of achievements can help retain talented teachers. However, there are still challenges regarding limited career opportunities and a lack of clear career development.

The need for effective management is essential for the retention program to have a significant impact on performance (Juanda, Sukwika, & Kholil, 2023). Based on this, the role of talent management in addressing the maintenance and retention of talented teachers to enhance competitiveness in the era of globalization in SMK involves implementing policies that support career development, creating conducive work environments, and providing recognition for achievements. Additionally, solutions need to be found to overcome challenges related to limited career opportunities and a lack of clear career development.

4. Conclusion

The research highlights the importance of talent management in creating competitive advantages for vocational school (SMK) teachers in the era of globalization. The findings reveal that the identification and recruitment of talented teachers, development of skills and knowledge, motivation and recognition, and maintenance and retention of talented teachers are crucial aspects to consider in SMK teacher talent management. To address these challenges, SMK institutions need to develop effective strategies for recruiting, developing, motivating, and retaining talented teachers. By doing so, SMK institutions can achieve sustainable competitive advantages in the face of global competition in the era of globalization.

The conclusion emphasizes the significant role of talent management in achieving competitive advantages for SMK teachers in the era of globalization. The recommendations outlined in this research can serve as a foundation for SMK institutions to enhance talent management practices in order to succeed in addressing the changes and challenges in the current educational landscape.

The research implications discuss the implications of the research findings on talent management policies and practices in SMK education, highlighting the need for changes in recruitment, development, motivation, and retention strategies for talented teachers to enhance the competitive advantages of SMK teachers in the era of globalization.

Recommendations for talent management development provide practical and concrete recommendations for SMK institutions to enhance teacher talent management and discuss the steps to be taken to improve the identification and recruitment of talented teachers, development of skills and knowledge, motivation and recognition, and maintenance and retention of talented teachers.

The limitations of the research are as follows: a) Limitations in literature sources, such as restricted access to specific literature or language barriers, can affect the comprehensiveness of the information sources used in the study. b) Subjectivity limitations: As this method utilizes a descriptive literature review, the researcher's interpretation and subjective influence in collecting and synthesizing data can also be limiting factors. c) Temporal limitations: There is a potential that some recent discoveries or developments in the field of talent management in the context of vocational high school (SMK) education have not been taken into account in this research

Suggestions for future research are as follows: a) Further studies can involve collecting primary data, such as conducting interviews with practitioners, direct observations, or surveys among vocational high school (SMK) teachers. b) Subsequent research can consider expanding the scope of literature search by exploring broader databases. c) Further research can broaden the analysis by considering the local context and specific factors that may influence the implementation of talent management in SMK education in a particular region or country.

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