

Literature Review: The Role of Talent Management, Compensation Management, Job crafting, and Job Analysis on Private School Teacher Retention

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Abstract

The purpose of this study is to examine how talent management, compensation management, job crafting, and job analysis in private schools influence teacher retention rates. This research employs a literature review methodology, gathering findings from scholarly publications and online resources such as Scopus, Google Scholar, ScienceDirect, ResearchGate, and GARUDA (*Garda Rujukan Digital*). According to the literature review, talent management may serve as a significant strategic approach for private schools, considering contextual factors such as comprehensive planning, selection and recruitment, training and development, and standardized compensation/salary. Compensation management aims to enhance teacher motivation in private schools by implementing fair practices for managing salaries, allowances, and incentives. Job crafting enables teachers in private schools to increase their engagement by tailoring their responsibilities to align with their interests and expertise. Furthermore, private school instructors can utilize job analysis as a critical analytical process by evaluating job tasks, defining task descriptions, analyzing outcomes, and setting clear targets.

Keywords: Compensation Management; Job Analysis; Job Crafting; Talent Management; Teacher Retention.

1. INTRODUCTION

In the field of education, retaining teachers as staff is indicative of organizational success and reflects the reliability and excellence of a school's educational program. When attempting to attract and retain talented educators, private schools often encounter significant competition from public schools and other types of educational institutions (Akinrinlola et al., 2021; Mohammad & Borkoski, 2024). Private schools typically have higher teacher turnover rates than public schools (Columna & Garcia, 2024; David & Naparan, 2024; Papay et al., 2017).

To enhance retention rates, this study adopts a holistic approach that emphasizes the strategic roles of talent management, compensation management, job structuring, and job analysis. In particular, private schools require competitive compensation management to ensure financial security and to foster employee engagement (Ford et al., 2019).

Furthermore, research has shown that job crafting, the process by which educators can reorganise their job tasks to better utilise their skills increases job satisfaction and decreases the desire to leave the profession (Gregersen et al., 2021). Overall, this initiative has the potential to enhance working conditions for private school teachers, thereby leading to higher teacher retention rates. A common issue that arises in organizations is the possibility that

employee actions may adversely affect the productivity of a company that currently enjoys a strong reputation (Rahmadiani et al., 2020).

A company's output can be affected by the character of its workers, i.e. their feelings of resignation or desire to move, which can cause them to quit their positions. High personnel turnover rates are a major problem for organisations (VIZANO et al., 2021). Organisations can feel disappointed when their recruitment efforts produce high-quality individuals, but those workers end up leaving in search of better jobs. Employee turnover hurts businesses because of the time and effort it takes to find and recruit new workers, as well as the cost of educating those workers and replacing their skill sets (Nassani et al., 2021).

Due to the need to retrain new employees and the loss of experienced workers, company performance will suffer due to staff turnover. More and more businesses are endeavouring to provide attractive perks for workers. However, it is not yet known what effect worker happiness has on attitudes and actions (de la Torre-Ruiz et al., 2019). Both internal and external factors affecting a company can vary greatly depending on the type of institution and the people who work there. This has the potential to affect every aspect of a business or group. This means that organisations are expected to not only recruit the best talent, but also hire, train, inspire and develop their staff.

The problem of this study is the high teacher turnover in private schools. This is either due to inappropriate talent, unbalanced compensation, division of tasks and authority to manage the teacher work system. All of these circumstances will certainly affect the desire of teachers to stay in the School. The purpose of this study is to determine the role of talent management, compensation management, job crafting and job analysis on private school teacher retention. With the hope of getting benefits in the form of tips to keep teachers in private schools.

2. LITERATURE REVIEW

Teacher retention refers to the ability to keep qualified teachers in the education profession. Teacher retention is a crucial issue in public schools, where there is concern that the loss of academically strong individuals may reduce the quality of teaching (Chapman & Green, 1986). There are three main categories of factors that influence teacher retention: Teacher Characteristics (teaching experience, gender and socioeconomic status); School Characteristics (school environment and parent and student involvement); Organisational Characteristics (salary, workload and support from school leaders) (Hughes, 2012).

Key factors in working conditions that influence teachers' decision to stay in school include 1) support from administration, 2) professional development, 3) mentoring, 4) work culture and social relationships, 5) workload, 6) physical conditions of the school, 7) support from the community (Geiger & Pivovarova, 2018). In the Indonesian context, some of the factors that influence teacher retention are satisfaction with teachers' pay, transformational leadership, training and development, and job engagement. It is therefore important to create a supportive work environment and provide opportunities for professional development to improve teacher retention in private schools (Susandi, 2022).

The influence of talent management on teacher retention is significant. Talent management encompasses practices that focus on finding, developing, training and retaining employees who have the skills that best fit the needs and goals of the organisation. Principals' assessments indicate that talent management activities are highly influential in improving teacher retention (Igbudu & Afangideh, 2018). Talent management is about rewarding and recognising teachers' achievements, which can increase their motivation and job satisfaction. Thus, teachers who feel valued and inspired to give their best in their teaching (Melania & Yulianah, 2024).

Talent management strategies that provide clear career development opportunities, a conducive work environment and recognition of achievement can help institutions keep talented teachers in their institutions. This is important to maintain the quality of education and the sustainability of the institution in the face of competition (Yanto et al., 2023).

Compensation management in the form of remuneration has a significant impact on teacher turnover in the private education sector. Teachers' level of satisfaction with the salary they receive and the nature of their work has been found to be closely related to their overall commitment to the organisation they work for (Kotze et al., 2020). Compensation packages are the best predictor of teacher retention. The positive relationship between compensation packages and teacher retention is explained in a way that when teachers are satisfied with the compensation they receive, in terms of salary, benefits and recognition, they are more likely to stay in their positions (Mukamazimpaka & Gaikwad, 2019). While strategic compensation is intended to improve teacher retention, it is important to continually evaluate and refine strategic compensation initiatives based on feedback and results obtained from implementing the model, in order to maximise its effectiveness in retaining teachers (Colson & Satterfield, 2018).

Discussing workload, teachers can use a variety of specific techniques in each form of job crafting to customise their work according to their abilities, needs and personal

preferences. The use of job crafting can be an effective strategy to increase staff stability, reduce teacher resignation rates, and improve education quality (Zheng et al., 2024). Job crafting can increase an individual's job orientation to "vocation", which refers to seeing work as intrinsically satisfying and having social value. Thus, when teachers feel that they can organise their work, they tend to feel happy and energised, which can increase teacher retention (Chitty & Maunder, 2024).

Job analysis serves to clearly define and document job descriptions, which then has implications for employees' understanding of their responsibilities and expectations within the organisation. This can contribute to increased satisfaction and, in turn, employee retention (Gonzales et al., 2024). Effective job analysis can reduce turnover rates by minimising dissatisfaction and improving employees' understanding of their responsibilities. Job dissatisfaction is often related to a lack of information about tasks and expectations, which is addressed through a thorough job analysis process (Ramada, 2020).

3. METHODS

This article was written using literature review, this research can be defined as a more or less systematic way of collecting and synthesising previous research (Snyder, 2019). The analysis used 15 international and national articles with research sites in Indonesia. These were sourced from various databases, including Scopus, Google Scholar, ScienceDirect, Researchgate, and GARUDA (*Garda Rujukan Digital*). See table 1 for a summary of the research associated with the articles:

Table 1: Relevant Previous Research

No.	Author (Year)	Research Results	Equation	The difference
1	(Rizky & Prastyani, 2023)	High remuneration, which is influenced by <i>job crafting</i> and <i>embeddedness</i> , can reduce <i>turnover intention</i> .	Examining the Effect of Compensation, <i>Job crafting</i>	Does not discuss talent management, and job analysis
2	(Indriawati, 2024)	The study findings indicate that Organisational Citizenship Behaviour is positively and significantly influenced by People Work Fit.	Examining the Effect of <i>job crafting</i>	Does not discuss Talent Management, Compensation Management, and Job Analysis
3	(Lestari & Rojuaniah, 2023)	Worker productivity increases through job organisation. Increased happiness at work is a direct result of job organisation.	Examining the effect of <i>job crafting</i>	Does not discuss Talent Management, Compensation Management, and Job Analysis
4	(Salsabila et al., 2024)	Work Engagement and performance are positively influenced by <i>Job crafting</i> and Person <i>Job Fit</i>	Researching <i>Job crafting</i>	Does not discuss Talent Management, Compensation Management, and Job Analysis

No.	Author (Year)	Research Results	Equation	The difference
5	(Al Rinadra et al., 2023)	According to the findings, talent management is about finding, identifying, developing, and retaining individuals based on their qualifications to achieve organisational goals.	Researching talent management	Does not discuss <i>Job crafting</i> Compensation Management, and Job Analysis
6	(Erlangga & Kartika, 2023)	Talent management is the result of management by leaders and top management. To produce future corporate executives and organisational success	Researching Talent Management	Does not discuss <i>Job crafting</i> Compensation Management, and Job Analysis
7	(Badi'ah et al., 2021)	Based on the results of this study, it can be seen that the talent management process of the PR and partnership division is very influential on the company.	Researching Talent Management	Does not discuss <i>Job crafting</i> Compensation Management, and Job Analysis
8	(SOPIAH et al., 2020)	According to the research findings, talent management has a significant and positive impact on employee performance.	Researching Talent Management	Does not discuss <i>Job crafting</i> Compensation Management, and Job Analysis
9	(Addawiyah et al., 2024)	Study findings Job analysis, workload, and competencies all have a direct impact on employee performance	Researching <i>Job Analysis</i>	Does not discuss <i>Job crafting</i> Compensation Management, and Talent Management
10	(Halsa et al., 2022)	<i>Job analysis</i> and HRM assist organisations in formulating more effective retention strategies through optimal employee placement and the development of programmes that are suited to the needs of the employee.	Researching <i>Job Analysis</i>	Does not discuss <i>Job crafting</i> Compensation Management, and Talent Management
11	(Putra et al., 2024)	Compensation has a positive and significant influence on employee performance because compensation can affect the performance of employees. each individual if the compensation distribution system is given fairly then indirectly Employees feel satisfied and loyal to the organisation.	Examining the Effect of Compensation	Does not discuss talent management, <i>job crafting</i> and job analysis.
12	(Sari et al., 2024)	Job content, work environment, compensation, promotion, and motivation are factors that can affect job satisfaction, especially job satisfaction in teachers.	Examining the Effect of Compensation and <i>Job Analysis</i>	Does not discuss talent management, <i>job crafting</i>
13	(Windasari et al., 2024)	Strategies for managing human resources, providing relevant training, and encouraging teacher participation in professional development activities to develop teacher performance	Researching Talent Management and <i>Job crafting</i>	Does not discuss compensation management, and job analysis
14	(Aprilianti & Shofiyah, 2024)	The relationship between compensation and employee retention proved weak. This finding shows the importance of good compensation management to improve employees' Organizational Citizenship Behaviour, which in turn can affect employee retention. employee retention	Examining the Effect of Compensation	Does not discuss talent management, <i>job crafting</i> and job analysis.

No.	Author (Year)	Research Results	Equation	The difference
15	(Meisuri et al., 2023)	Career development, interaction, supervision, and compensation systems challenge teachers. in order to have achievements to do and improve. This means that motivation and job satisfaction have a role to foster teacher performance	Examining the Effect of Compensation	Does not discuss talent management, <i>job crafting</i> and job analysis.

4. RESULTS

The conceptual framework of the article can be explained by looking at the problem statement, literature review, and review of previous related papers. You can see the conceptual structure of the article in Figure 1 below:

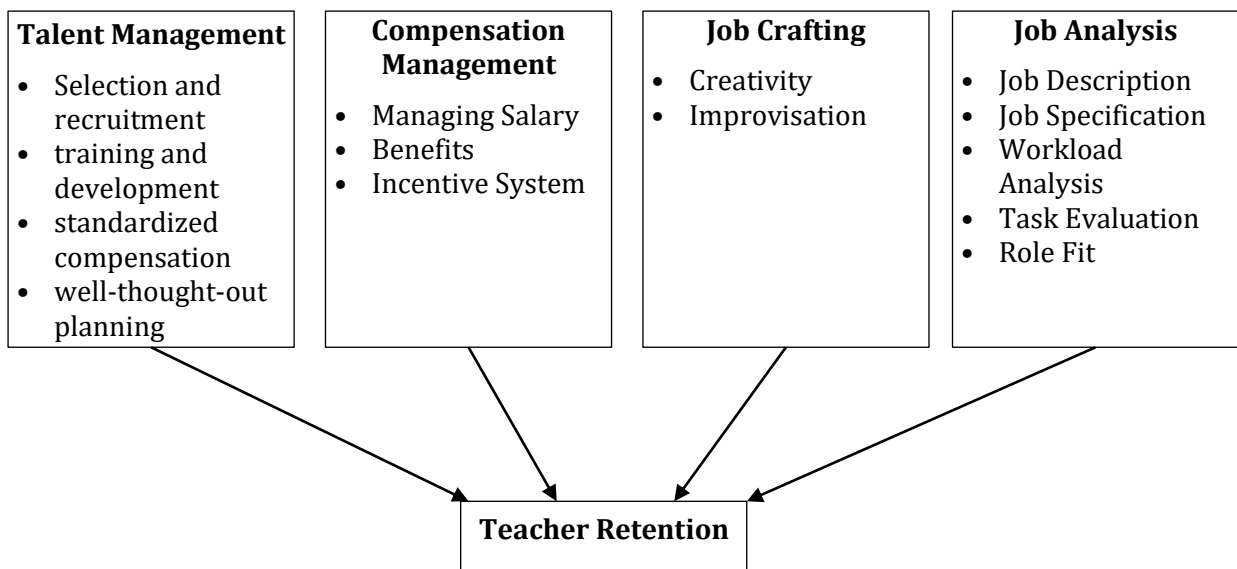


Figure 1: Conceptual Framework

Based on Figure 1. it can be explained that the relationship between talent management and private school teacher retention is very close, because talent management focuses on strategies and practices to attract, develop, motivate and retain talented individuals in organisations. Talent management helps private schools identify high-potential teachers who possess essential skills and competencies. By paying special attention to these teachers, schools can create a sense of recognition and reward, which contributes to improved retention.

Talent management often involves training and career development programmes, such as professional training, mentorship, or individual development plans. When teachers feel that the school is investing in their career development, they tend to be more loyal. One element of talent management is providing competitive compensation and attractive incentive systems. This includes decent salaries, benefits and performance-based rewards. Talent

management can involve teachers in the school's strategic decision-making, so they feel they have an important role in the organisation. A high level of involvement strengthens *their sense of belonging* and commitment to the institution.

The relationship between compensation management and private school teacher retention is very important, as compensation is one of the key factors that influence teachers' job satisfaction, loyalty and decision to remain in the organisation. Competitive compensation includes salaries, benefits, incentives and non-financial rewards. Appropriate compensation shows that the school values teachers' contributions. This can take the form of bonuses, salary increases, or other forms of incentives. When teachers feel that their compensation is proportional to their efforts and contributions, they tend to be more satisfied with their jobs. Good compensation management ensures that compensation is given fairly based on performance, experience, and responsibility. When teachers feel their compensation is fair compared to their colleagues or industry standards, they feel valued.

The relationship between job crafting and private school teacher retention is strong, as job crafting allows teachers to tailor their work to be more meaningful, meet personal needs, and maximise job satisfaction. Job crafting encourages teachers to proactively modify their tasks, relationships and perceptions of work. In this way, they feel more engaged at work as they have more control over how their tasks are performed. Autonomy in work increases intrinsic motivation and job satisfaction, which contributes to retention.

The relationship between job analysis and private school teacher retention is significant, as job analysis is a systematic process of understanding the duties, responsibilities and requirements of a job. The results of an effective job analysis can help create a work environment that supports teacher retention. Job analysis provides clarity on the duties and responsibilities of teachers, including the qualifications and competencies required for success in the job. Job analysis helps schools create accurate job descriptions and job specifications. This information is used to recruit and select candidates that match the school's needs. Job analysis helps determine the relative value of a job within the organisation. This enables the school to set competitive pay scales and benefits based on the complexity and responsibilities of the job. Job analysis information helps schools identify career paths for teachers, including opportunities for promotion or job rotation. It provides a clear picture of career prospects within the organisation. Job analysis provides a basis for objectively evaluating teacher performance. By basing assessments on defined tasks and responsibilities, schools can create a fair evaluation system.

5. DISCUSSION

The Effect of Talent Management on Private School Teacher Retention

The goal of Talent Management, a strategic method in human resource management, is to find, develop, and keep great people on staff. Using efficient personnel management strategies can improve employee performance, according to research. This is largely due to the fact that efficient talent management allows businesses to discover internal talent and make good use of it in pursuit of organisational goals. Moreover, talent management can assist businesses in creating training and development programmes tailored to the needs of workers, allowing them to hone their skills over time. As a mediator between talent management and employee performance, work engagement is the focus of empirical research (SOPIAH et al., 2020).

Talent management, according to the research results, acts as a partial mediator to improve employee engagement and performance at work. The results show that talent management improves performance by making workers more invested in their work. The apprenticeship phase of talent management may be effective and efficient, according to the study (Badi'ah et al., 2021). Furthermore, the findings of this study reveal that skills are the most important talent management factor, that leaders and top management, as well as human resources, are the most dominant talent management actors, that producing future corporate executives is the most important goal, and that attracting is the most influential alternative strategy (Erlangga & Kartika, 2023).

In addition, research findings (Al Rinadra et al., 2023) indicate that talent management entails the process of identifying, recruiting, developing and retaining a pool of qualified individuals to meet organisational objectives. Employees' interests, requirements, and career choices can be shaped through career development, while their potential and talents can be enhanced through talent development.

The Effect of Compensation Management on Private School Teacher Retention

Compensation is an amount of money or other benefits paid by employers to workers in return for their hard work (Purba & Ruslan, 2020). Saman (2020) identified wages, appropriate incentives, allowances, and proper facilities as the main components of compensation (Saman, 2020). Salary has a negative correlation with the desire to leave, according to research (Rizky & Prastyani, 2023) conducted.

Good compensation management, such as competitive salaries and fair incentives, increases teachers' job satisfaction. Teachers who feel that their pay is proportional to their efforts and contributions tend to be more satisfied (Sari et al., 2024). Fair compensation

provides financial stability for teachers. This stability is especially important in the private sector, where teachers may face uncertainty regarding salaries and benefits. Good compensation is a form of recognition for teachers' hard work. This recognition, whether financial (salary, bonuses) or non-financial (awards, additional facilities), creates a sense of being valued (Aprilianti & Shofiyah, 2024; Meisuri et al., 2023).

Dissatisfaction with compensation is one of the main reasons teachers leave their jobs. With transparent and fair compensation management, schools can reduce teacher complaints related to salary and benefits (Putra et al., 2024). Competitive compensation management attracts quality teachers to join. When teachers feel that the institution has a good reputation in providing compensation, they are more likely to stay (Windasari et al., 2024).

The Effect of Job crafting on Private School Teacher Retention

Job crafting can be interpreted as the behaviour of employees who use their potential and abilities to change the support or challenges at work to suit their abilities so as to increase motivation to work (Pradana & Suhariadi, 2020; Zhang & Li, 2020). In addition, research shows that organisational citizenship behaviour increases when workers like what they do for a living (Indriawati, 2024).

Work engagement, job crafting, and person job fit all influence organisational citizenship behaviour positively and meaningfully. Work happiness, job crafting, and employee engagement are three factors that can help businesses improve their workers' performance (Lestari & Rojuaniah, 2023) in the workplace. Work engagement and employee performance can be improved by improving job crafting and person job fit (Salsabila et al., 2024).

The Effect of Job Analysis on Private School Teacher Retention

Workplace analysis is important because it helps determine what workers need to do their jobs well and who should be hired to do them, which in turn improves morale and productivity in the workplace. Workload, competencies, and job analysis all have a direct impact on employee performance (Addawiyah et al., 2024) proving how important it is to match job requirements with employee aptitudes. The importance of improving employee happiness for companies can be shown in the direct correlation between job satisfaction and employee performance (Halsa et al., 2022).

6. CONCLUSION

Talent management, compensation management, job crafting and job analysis play a very important role in improving teacher retention rates in private schools. This article notes

that private schools experience higher teacher turnover rates compared to public schools, and to address this issue, the implementation of a thorough and comprehensive strategy is necessary. Through talent management, schools can be more effective in planning, recruiting, training and developing teachers. Competitive compensation management is also important to provide financial security and improve teacher engagement. In addition, job structuring allows teachers to tailor their tasks to their interests and expertise, which can increase engagement and job satisfaction. Finally, job analyses help to establish clear task descriptions and define the goals needed to improve working conditions. All of these factors contribute to increased job satisfaction and reduced turnover rates among teachers, thus creating a more supportive work environment.

7. LIMITATION

Some limitations of the study are the use of a literature review approach, which relies entirely on secondary data from journal articles, books, and other online sources. No primary data collection or empirical analyses were conducted. Much of the literature reviewed may be from different global, regional or education sector contexts, which may not be entirely relevant to the characteristics of private schools in Indonesia.

This research focuses on four main variables: talent management, compensation management, job crafting and job analysis. However, there are other factors such as organisational culture, leadership, interpersonal relationships and psychological well-being that can also affect teacher retention but are not discussed in depth. As this research is only a literature review, there is no process of validating the findings through surveys, interviews, or case studies conducted on private school teachers. The process of interpreting research results from various sources involves the subjectivity of the researcher, which may affect the way the findings are understood and presented.

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