



RESEARCH ARTICLE

The Effect of Strategic HRM Practices and Talent Management on Sustainable Competitive Advantage in the Collaborative Education Units Schools in Indonesia: With Mediation of Strategic Agility and Organizational Commitment

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ARTICLE INFO	ABSTRACT
<p>Received: May 8, 2024 Accepted: Jun 19, 2024</p>	<p>This research aims to analyze the effect of Strategic HRM Practices and talent management on sustainable competitive advantage at SPK Schools in Indonesia, mediated by strategic agility and organizational commitment. The method used in this research is a quantitative descriptive method. The population in this study is Strategic HR, namely School Leaders / Principals / School Directors / HR Managers of the Collaborative Education Units (SPK) schools in Indonesia. The data analysis model uses Structural Equation Modeling (SEM) with a sample of 485 people. The analysis technique in this research is Partial Least Square (PLS), using the smart PLS 3.0 program to test the hypothesis. The research results show that strategic HRM practices and talent management significantly positively affect strategic agility, organizational commitment, and sustainable competitive advantage. Strategic agility and organizational commitment can mediate the effect between strategic HRM practices, talent management, and sustainable competitive advantage.</p>
<p>Keywords Strategic HRM Practices Talent Management Sustainable Competitive Advantage Strategic Agility Organizational Commitment</p>	
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INTRODUCTION

The Indonesian Government has increased the education budget to 20% of the national budget to improve the quality of education in recent decades. Unfortunately, education in Indonesia is still facing crucial challenges, especially in improving the quality and achievement of students (Ollivaud, 2021; Suprayogi, et al., 2022). This weakness is demonstrated by the low PISA (Program for International Student Assessment) scores of 15-year-old Indonesian students in mathematics, reading, and science (Ollivaud, 2021).

According to the IMD (International Institute for Management Development) World Competitiveness Ranking, in 2022, Indonesia dropped significantly to 44th overall (from 63), much weaker than 37th in 2021. Far below ASEAN countries, namely Singapore in 3rd place, Malaysia in 32nd place, and Thailand in 33rd place (IMD, 2022). This ranking is the lowest in the last five (5) years or 2018.

This condition shows that various Indonesian commodities, including human resources, are less able to compete in the global market (IMD, 2022). The IMD World Competitiveness Rankings analyzes and ranks countries' capacity to create and maintain an enabling environment for corporate speech. This ranking is based on analyzes conducted by leading scholars as well as their research and experience. The World Competitiveness ranking methodology divides the national environment into four key factors: economic performance, government efficiency, business efficiency, and infrastructure.

Some of the challenges in 2022 are setting development strategy priorities in the post-pandemic era, monitoring the financial sector, encouraging the effective implementation of regulations that create competitiveness, strengthening policies in the health and education sectors as a source of future competitiveness, and focusing on ways to achieve that goal to solving problems in the fields of telecommunications and renewable energy (IMD, 2022; Kanval et al., 2024).

Student outcomes also still need to be improved, and evidence shows that the quality of teaching and school leadership is the main reason for variations in student outcomes. Before 2005, most teachers in Indonesia had low-level qualifications, with less than 40 percent having a four-year bachelor's degree. At the same time, many teachers lack the basic subject knowledge and pedagogical skills to be effective educators (Rosser, 2018; Jam et al., 2019). This means that schools must improve the professional competence of teachers and principals.

Indonesia has made efforts to increase access to education and improve the quality of education throughout the country. Therefore, the Indonesian Government has reformed Indonesia's education policy framework to improve human resources and increase the country's competitiveness, with a focus on five areas, namely access to education, quality of education, synergy between the Government, industry and higher education, industrial relations, and incentives (Indrawati & Kuncoro, 2021).

This educational reform also encourages the development of schools in Indonesia. In recent years, the rise of formal private schools, such as international private schools, national plus schools, or now the name has changed to SPK (Cooperative Education Unit) schools, shows the dynamic development of the education sector in Indonesia. Schools in Indonesia are managed by the Government or private organizations. Some private schools call themselves national plus schools, SPK, or international schools, meaning that their curriculum goes beyond the requirements set by the Ministry of Education and Culture, such as using English as the language of instruction or having an internationally based curriculum, not a national curriculum.

In Indonesia, there is significant competition between schools, especially in the private education sector. As a result, parents are becoming smarter in making decisions regarding allocating financial resources for their children's education. Instead, SPK schools compete with each other to gain a favorable position in the market. Human resources are the most valuable asset for a school. Apart from being diverse and expensive, HR activities also have varying costs. HR managers in SPK schools must move from softer responsibilities and traditional HR activities to a more strategic level (i.e., development strategy), where HR strategy is aligned, strengthening the school's vision and mission, and linking organizational strategy with HR strategy (Hamadamin & Atan, 2019). Additionally, HR managers should invest more in human resources through formal education and training. Therefore, reliable HR aims to adopt innovative techniques and methods to foster employee commitment and achieve effective human development.

Emeagwal and Ogbonmwan (2018) found that strategic HR management practices had a positive impact on employee behavior and attitudes, which in turn improved the organization's competitive priorities. To be able to introduce appropriate strategic HR management practices in SPK schools, the administrative structure must be integrated with the educational process, but unfortunately, it is not easy to align the educational process with the management system due to the unique community-

oriented nature of the institutional system compared to other business sectors. Second, institutional culture is also recognized as one of the reasons behind the development of strategic HR management practices in the academic environment (Emeagwal & Ogbonmwan, 2018; Jam et al., 2016). The world of education today must be required to change like other business organizations and implement sustainable competitiveness.

Investing in competency, skills, education, and personnel growth is a sustainable approach to improving and implementing best human resource practices. Having the right individuals in the right positions eliminates the need for further action. If someone is not suited for a particular job, the consequences can be severe, and no managerial framework can remedy the situation (Ahmad, et al., 2021).

Schools are basically complex because they are divided into various levels and places spread across various geographical areas, and many more. For this reason, examining the effect of strategic HR management practices and talent management on sustainable competitive advantage in the private education sector of SPK schools makes it possible to see further the direct relationship between strategic HR management practices and talent management on sustainable competitive advantage through the mediating role strategic agility and organizational commitment to understanding whether these variables contribute to the educational performance of SPK schools.

LITERATURE REVIEW

Resource-Based View (RBV)

Resource-Based View (RBV) is a strategic management theory that explains how a business entity achieves and maintains sustainable competitive advantage by exploiting its unique resources and capabilities and focusing on the company's internal resources and capabilities as the main source of sustainable competitive advantage. Resource-Based View (RBV) analyzes and interprets organizational resources to understand how organizations achieve sustainable competitive advantage (Khan, et al., 2022). Resources that cannot be easily transferred or purchased, that require an extended learning curve, or significant changes in organizational climate and culture tend to be unique to the organization and, therefore, more difficult for competitors to imitate. According to Conner (1991), performance differences between companies depend on their input ownership and unique capabilities (Ding, 2020; Chigara, 2021).

Dynamic Capabilities (DC)

In the past, organizational management strategies were divided into two groups. The first group focuses on market forces, which is a competitive strength approach (Teece, et al., 1997) and the second group emphasizes the importance of organizational effectiveness, Resource-Based View (RBV), which focuses on competitive advantage by using existing resources in the organization. Barney et al. (2011) focus on external changes that result in existing organizational resources and capabilities perhaps no longer being able to create competitive advantages, giving rise to the concept of Dynamic Capabilities (DC) role in supporting this gap, which is divided into two categories, namely strategizing and saving (Teece, et al., 1997; Chumphong, et al., 2020).

Strategic HRM Practices

According to Simarmata (2020), strategic HR management practices are activities that implement HR policies and programs. Strategic HR management practices are policies and activities aimed at developing HR potential. Strategic human resource management is the process of linking human resource strategy with an organization's strategic business to improve performance (Bratton, et al., 2022). Referring to the Resource-Based View (RBV) perspective, human resource management practices are defined as a set of company strategic practices designed to attract, develop, motivate,

and retain employees to carry out functions in achieving company goals to meet requirements as a source of competitive advantage. for companies (Widyanty, et al., 2020).

Talent Management

Talent management is a systematic process that plans efforts to attract, retain, develop, and motivate highly skilled employees and managers. This includes all work processes, activities, strategies, practices, and systems aimed at developing and maintaining a superior workforce (Noe, et al., 2017). This is the process of recruiting, retaining, developing, and motivating highly skilled talents to utilize their talents and skills by considering available resources and surrounding variables to achieve planned goals and achieve competitive organizational success (Saeed, 2022). Talent management can also be described as activities and processes that involve the systematic attraction, identification, development, engagement, retention, and deployment of talent that has particular value within an organization to create sustainable strategic success (Gallardo-Gallardo, et al., 2020).

Strategic Agility

Strategic agility is the capacity of an organization or business entity to respond immediately to fluctuations in environmental conditions. Flexibility in a company's operational response to discontinuity and volatility in the business environment determines a company's strategic agility (Emejulu, et al., 2020; Monyei, et al., 2021). The strategic agility of an organization can be interpreted that the organization can effectively manage its internal environment while following its external environment with strong foresight and sensitive perception, running flexible applications and maintaining its strategic sensitivity without losing speed (Kumkale, 2022).

Organizational Commitment

Organizational commitment refers to the relative strength of an individual's identification and involvement with the employing organization as a whole and not with a particular department or work group. Organizational commitment also means complying with the organization's aims and objectives, organizational principles, regulations and norms, as well as volunteering for its survival (Dominic & Salim, 2018; Fantahun, et al., 2023). Organizational commitment also reflects the extent to which people in the organization identify with and participate in it and focus on employee retention and turnover. The greater the employee's commitment, the greater their desire to contribute to the progress of the organization (Luna-Arocas, et al., 2020).

Sustainable Competitive Advantage

Sustainable competitive advantage refers to the possession of unique value by a business that is difficult to imitate or reproduce. These advantages enable companies to maintain competitive advantages over a long period of time (Emeagwal & Ogbonmwan, 2018). The importance of competitive advantage in relation to organizational performance and market positioning becomes clear from the explanation. One of the important determinants in achieving competitive advantage for a company is the implementation of special tactics that differentiate it from other market players. In addition, the sustainability of such advantages depends on the challenges faced by current or potential competitors in their efforts to imitate or find alternatives. (Hamadamin & Atan, 2019).

Framework

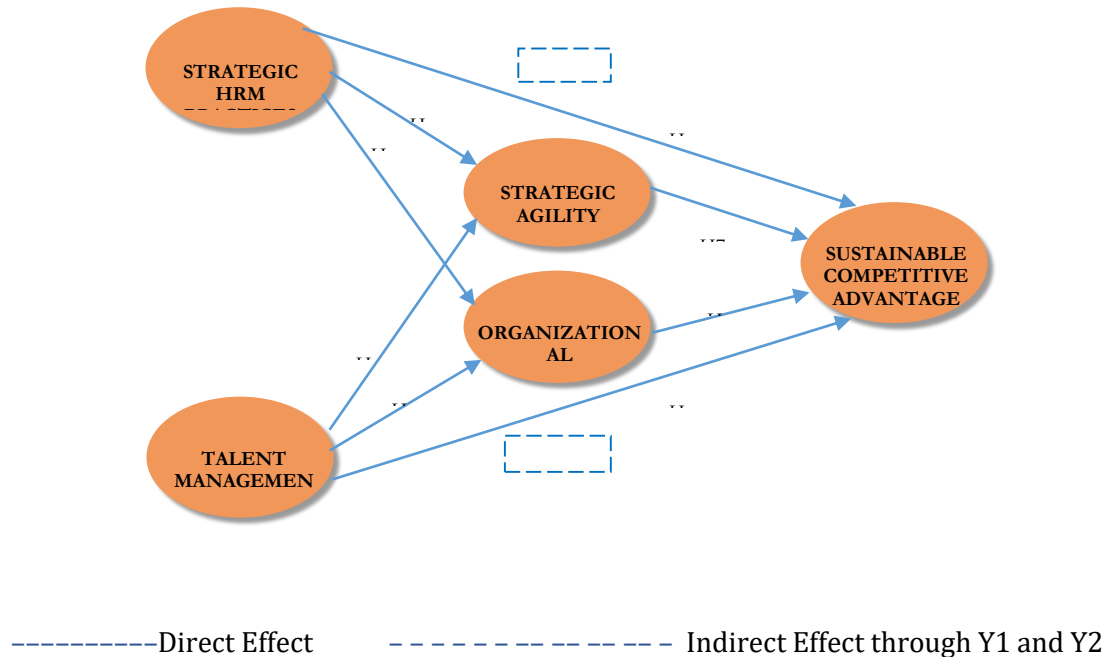


Figure 1. Research Model

Research Hypothesis

A hypothesis is a temporary assumption that still requires further research to prove it. The proposed research hypothesis is:

- H₁ Strategic HR management practices have a positive effect on strategic agility.
- H₂ Strategic HR management practices have a positive effect on organizational commitment.
- H₃ Talent management has a positive effect on strategic agility.
- H₄ Talent management has a positive effect on organizational commitment.
- H₅ Strategic HR management practices have a positive effect on sustainable competitive advantage.
- H₆ Talent management has a positive effect on sustainable competitive advantage.
- H₇ Strategic agility has a positive effect on sustainable competitive advantage.
- H₈ Organizational commitment has a positive effect on sustainable competitive advantage.
- H₉ Strategic HR management practices have a positive effect on sustainable competitive advantage mediated by strategic agility.
- H₁₀ Talent management has a positive effect on sustainable competitive advantage mediated by strategic agility.
- H₁₁ Strategic HR Management Practices have a positive effect on Sustainable Competitive Advantage which is mediated by Organizational Commitment.

H₁₂ Talent Management has a positive effect on Sustainable Competitive Advantage which is mediated by Organizational Commitment.

RESEARCH METHOD

The research method used is a quantitative descriptive method. Descriptive methods are used to study the who, what, when, and how aspects of a topic. Simple descriptives involve a question or univariate hypothesis regarding, or stating something about, the size, shape, distribution, or existence of a variable. Cooper and Schindler (2015) explain that quantitative research tries to make accurate measurements of something. The population in this research is Strategic Human Resources, namely Principals, Managers, and Directors at SPK schools in Indonesia. Data analysis using structural equation modeling (SEM). Determination of sample size for PLS, according to Hair et al. (2019) is: (Number of indicators) x (5 to 10 times). In this research, there are 97 indicators. Based on the formula above, the sample size is 5 x 97 = 485 respondents. The data collection technique was carried out using a questionnaire. Questionnaires were distributed to Strategic HR, namely School Leaders / Principals / School Directors / HR Managers of SPK schools in Indonesia. The analysis technique in this research is Partial Least Square (PLS), using the smartPLS 3.0 program to carry out hypothesis testing.

RESULTS AND DISCUSSION

Evaluation of Outer Model

Evaluation of the outer model includes testing construct validity (convergent validity and discriminant validity) and testing construct reliability. Validity tests are carried out to measure what should be measured and determine the capabilities of the instrument. Meanwhile, reliability testing is used to measure the consistency of measuring instruments in measuring a concept.

Convergent Validity

Convergent validity testing is carried out using the outer loading or loading factor value. Indicators that meet convergent validity or are stated to be in a good category must have an outer loading value > 0.7.

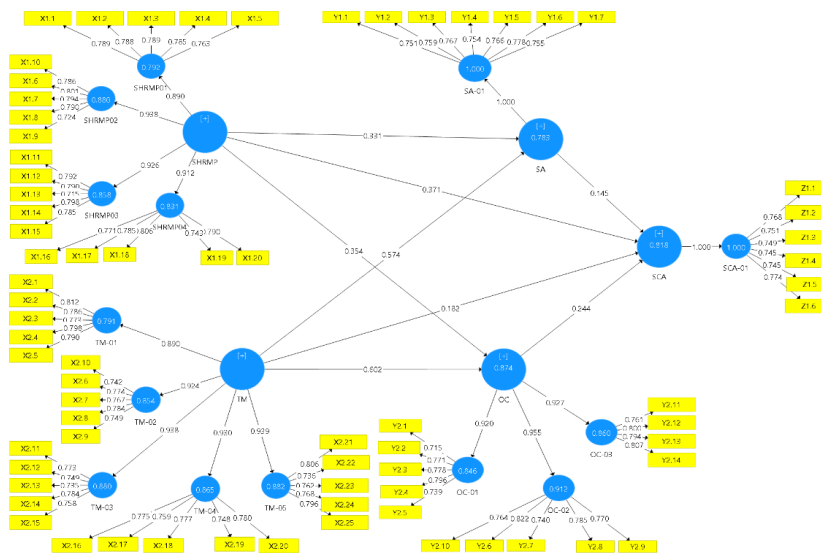


Figure 2. Outer Model

Based on the outer loading value, it can be seen that each research variable indicator has an outer loading value of > 0.6 . These results prove that the outer loading value meets the convergent validity requirements, where the outer loading value is between 0.5 - 0.6, as stated by Chin in Imam Ghozali (2018:39). It can be concluded that each dimension is stated as feasible or valid for research use and for further analysis.

Discriminant Validity

Discriminant validity testing is carried out using the average variant extracted (AVE) value, which must be > 0.5 for each variable as a requirement for a good model. Results of the discriminant validity test can be seen below:

Table 1. Average Variant Extracted (AVE)

Variables	AVE	Dimension		AVE	Validity
Strategic HRM Practices (SHRMP) (Praktik-praktik Manajemen SDM Strategis)	0.510	D1	Performance/Loyalty Assessment	0.613	Valid
		D2	Recruitment and Selection	0.608	Valid
		D3	Rewards System	0.603	Valid
		D4	Training and development	0.607	Valid
Talent Management (TM) (Manajemen Talenta)	0.508	D1	Talent Identification	0.627	Valid
		D2	Talent Development	0.583	Valid
		D3	Talent Engagement	0.578	Valid
		D4	Performance Management	0.589	Valid
		D5	Talent Retention	0.599	Valid
Strategic Agility (SA) (Kelincahan Strategis)	0.580	D1	Strategic Agility	0.580	Valid
Organizational Commitment (OC) (Komitmen Organisasional)	0.524	D1	Affective Commitment	0.578	Valid
		D2	Normative Commitment	0.603	Valid
		D3	Sustainability Commitment	0.625	Valid
Sustainable Competitive Advantage (SCA) (Keunggulan Bersaing Berkelanjutan)	0.570	D1	Sustainable Competitive Advantage	0.570	Valid

Source: Results of PLS Processing, 2024

Table 1 shows the AVE value of the variables strategic HR management practices, talent management, strategic agility, organizational commitment, and sustainable competitive advantage > 0.5 . Thus, it can be stated that each variable has met the requirements for good discriminant validity.

Composite Reliability

Composite Reliability is used to test the reliability value of each indicator on a variable. A variable can be declared to meet the requirements if it has a composite reliability value of > 0.6 . The table below is the composite reliability value of each research variable:

Table 2. Composite Reliability

Variable	Composite Reliability	Dimension		Composite Reliability	Validity
Strategic HRM Practices (SHRMP) (Praktik-praktik Manajemen SDM Strategis)	0.954	D1	Performance/Loyalty Assessment	0.888	Valid
		D2	Recruitment and Selection	0.885	Valid
		D3	Rewards System	0.884	Valid
		D4	Training and development	0.885	Valid
Talent Management (TM) (Manajemen Talenta)	0.963	D1	Talent Identification	0.894	Valid
		D2	Talent Development	0.875	Valid
		D3	Talent Engagement	0.872	Valid
		D4	Performance Management	0.878	Valid
		D5	Talent Retention	0.882	Valid
Strategic Agility (SA) (Kelincahan Strategis)	0.906	D1	Strategic Agility	0.906	Valid
Organizational Commitment (OC) (Komitmen Organisasional)	0.939	D1	Affective Commitment	0.872	Valid
		D2	Normative Commitment	0.884	Valid
		D3	Sustainability Commitment	0.870	Valid
Sustainable Competitive Advantage (SCA) (Keunggulan Bersaing Berkelanjutan)	0.888	D1	Sustainable Competitive Advantage	0.888	Valid

Source: Results of PLS Processing, 2024

Table 2 shows that all the composite reliability values of the research variables are ≥ 0.7 . This means that all variables are reliable at a high level because they meet composite reliability.

Cronbach Alpha

Cronbach alpha is used to strengthen previous reliability tests. Variables that meet and fulfill the Cronbach alpha requirements must have a Cronbach alpha value > 0.75 . The table below is a description of the Cronbach alpha values for each research variable:

Table 3. Cronbach Alpha

Variables	Cronbach Alpha	Dimension		Cronbach Alpha	Reliability
Strategic HRM Practices (SHRMP) (Praktik-praktik Manajemen SDM Strategis)	0.954	D1	Performance/Loyalty Assessment	0.888	Reliable
		D2	Recruitment and Selection	0.885	Reliable
		D3	Rewards System	0.884	Reliable
		D4	Training and development	0.885	Reliable
Talent Management (TM) (Manajemen Talenta)	0.963	D1	Talent Identification	0.894	Reliable
		D2	Talent Development	0.875	Reliable
		D3	Talent Engagement	0.872	Reliable
		D4	Performance Management	0.878	Reliable
		D5	Talent Retention	0.882	Reliable
Strategic Agility (SA) (Kelincahan Strategis)	0.906	D1	Strategic Agility	0.906	Reliable
Organizational Commitment (OC)	0.939	D1	Affective Commitment	0.872	Reliable
		D2	Normative Commitment	0.884	Reliable

(Komitmen Organisasional)		D3	Sustainability Commitment	0.870	Reliable
Sustainable Advantage (SCA) (Keunggulan Bersaing Berkelanjutan)	0.888	D1	Sustainable Competitive Advantage	0.888	Reliable

Source: Results of PLS Processing, 2024

Table 3 shows that the Cronbach alpha value for each research variable is ≥ 0.7 . In other words, each research variable has met the Cronbach alpha value requirements, meaning that all variables have a high level of reliability.

Evaluation of Inner Model

Inner Model testing (structural model), which includes r-square output, parameter coefficients, and t-statistics, is used to test the hypothesis. Whether a hypothesis is accepted or rejected can be seen from the significance value between the constructs, t-statistics, and p-values. The value of this proof can be seen in the bootstrapping results. T-statistic > 1.96 with a significance level of p-value of 0.05 (5%) and a positive beta coefficient are the rules of thumb used in this research. The results of the bootstrapping research model are depicted through the inner model below:

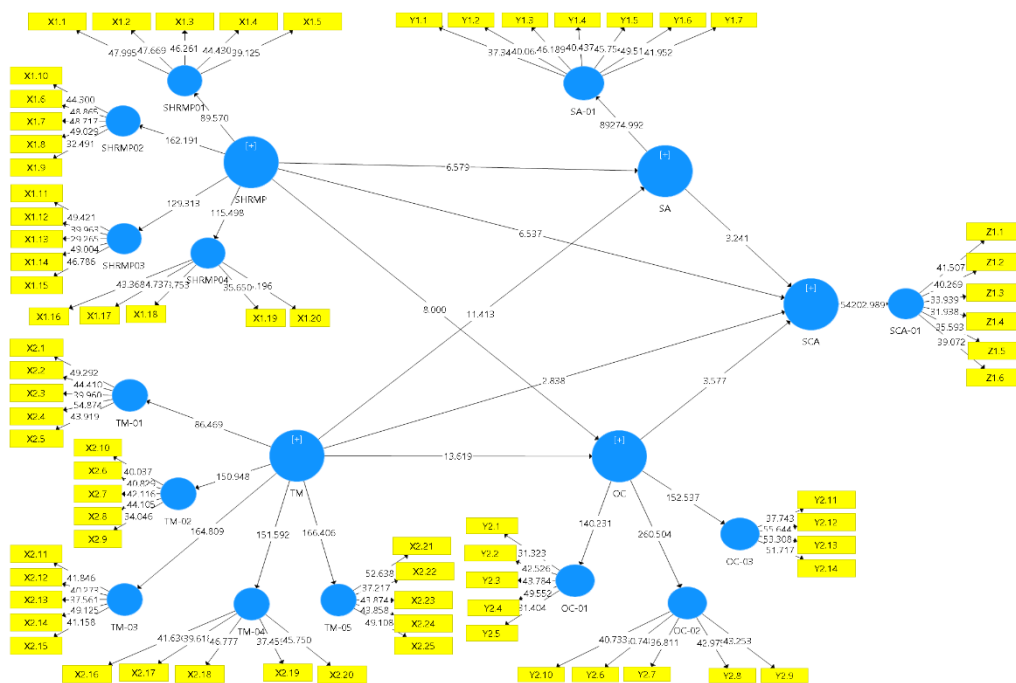


Figure 3. Inner Model

Path Coefficient Test

Path coefficient testing is used to show how strong the effect or influence of the independent variable is on the dependent variable. Meanwhile, the determination coefficient (R-Square) is used to measure how much endogenous variables are influenced by other variables.

Figure 3 above shows the inner model scheme, which explains that the largest t-statistic value is shown by talent management on organizational commitment of 13.619. Then the second biggest

effect is the effect of talent management on strategic agility of 11.413. Meanwhile, the smallest effect is shown in the talent management variable on sustainable competitive advantage of 2.838.

Results of the description above show that the independent variable for strategic agility in this model has a path coefficient value with a positive number. This shows that the greater the path coefficient value for one of the independent variables on the strategic agility variable, the stronger the effect between the independent variables will be on the strategic agility variable. The independent variable for organizational commitment in this model has a path coefficient value with a positive number. This shows that the greater the path coefficient value for one of the independent variables on the organizational commitment variable, the stronger the effect between the independent variables will be on the organizational commitment variable. Meanwhile, the independent variable for sustainable competitive advantage in this model has a path coefficient value with a positive number. This shows that the greater the path coefficient value on one of the independent variables on the sustainable competitive advantage variable, the stronger the effect of the independent variables on the sustainable competitive advantage.

Model Goodness Test (Goodness of Fit)

Table 4. R-Square Values

Variables	Values of R Square
Strategic Agility (SA)	0.783
Organizational Commitment (OC)	0.874
Sustainable Competitive Advantage (SCA)	0.818

Source: Results of PLS Processing, 2024

Table 4 above shows that the R-square value of the strategic agility variable is 0.783. This value explains that strategic agility can be explained by strategic HR management practices and talent management variables, amounting to 78.3% while the remaining 21.7% can be influenced by other variables not studied. The organizational commitment variable has an R-Square value of 0.874. This value explains that organizational commitment can be explained by the variable strategic HR management practices and talent management at 87.4%, while the remaining 12.6% can be influenced by other variables that were not studied. The sustainable competitive advantage variable has an R-Square value of 0.818. This value explains that sustainable competitive advantage can be explained by the variables of strategic HR management practices, talent management, strategic agility and organizational commitment, amounting to 81.8% while the remaining 18.2% can be influenced by other variables not studied.

Hypothesis testing

Table 5. Direct Effect

Hypothesis	Effect	Original Sample	T-Statistics	P-Values	Results
H1	Strategic HR Management Practices => Strategic Agility	0.331	6.579	0.000	Accepted
H2	Strategic HR Management Practices => Organizational Commitment	0.354	8.000	0.000	Accepted
H3	Talent Management => Strategic Agility	0.574	11.413	0.000	Accepted
H4	Talent Management => Organizational Commitment	0.602	13.619	0.000	Accepted
H5	Strategic HR Management Practices => Sustainable Competitive Advantage	0.371	6.537	0.000	Accepted
H6	Talent Management => Sustainable Competitive Advantage	0.182	2.838	0.005	Accepted

H7	Strategic Agility => Sustainable Competitive Advantage	0.145	3.241	0.001	Accepted
H8	Organizational commitment => Sustainable Competitive Advantage	0.244	3.577	0.000	Accepted

Source: Results of PLS Processing, 2024

Table 5 above shows that the strategic HR management practice variable has a positive and significant effect on strategic agility of $6.579 > 1.96$. The strategic HR management practice variable has a positive and significant effect on organizational commitment of $8,000 > 1.96$. Talent management variable has a positive and significant effect on strategic agility of $11.413 > 1.96$. Talent management variable has a positive and significant effect on organizational commitment of $13.619 > 1.96$. The strategic HR management practice variable has a positive and significant effect on sustainable competitive advantage of $6.537 > 1.96$. The talent management variable has a positive and significant effect on sustainable competitive advantage of $2.838 > 1.96$. The strategic agility variable has a positive and significant effect on sustainable competitive advantage of $3.241 > 1.96$. The organizational commitment variable has a positive and significant effect on sustainable competitive advantage of $3.577 > 1.96$.

Indirect effect of strategic HR management practices and talent management on sustainable competitive advantage through strategic agility and organizational commitment can be seen from the specific indirect effects presented in the following table:

Table 6. Indirect Effect

Hypothesis	Effect	Original Sample	T-Statistics	P-Values	Results
H9	Strategic HR Management Practices => Sustainable Competitive Advantage is mediated by Strategic Agility	0.048	2.793	0.006	Accepted
H10	Talent Management => Sustainable Competitive Advantage is mediated by Strategic Agility	0.083	3.193	0.002	Accepted
H11	Strategic HR Management Practices => Sustainable Competitive Advantage is mediated by organizational commitment	0.086	3.655	0.000	Accepted
H12	Talent Management => Sustainable Competitive Advantage is mediated by Organizational Commitment	0.147	3.248	0.001	Accepted

Source: Results of PLS Processing, 2024

Table 6 above shows that strategic agility can mediate the effect between strategic HR management practices and sustainable competitive advantage of $2.793 > 1.96$. This shows that strategic HR management practices can increase sustainable competitive advantage if strategic HR (School Leaders / Principals / School Directors / HR Managers) have strong strategic agility towards Collaborative Education Units (SPK). Strategic agility can mediate the effect between talent management and sustainable competitive advantage of $3.193 > 1.96$. This shows that talent management can increase sustainable competitive advantage if strategic HR (School Leaders / Principals / School Directors / HR Managers) have strong strategic agility towards Collaborative Education Units (SPK). Organizational commitment can mediate the effect between strategic HR management practices and sustainable competitive advantage of $3.655 > 1.96$. This shows that strategic HR management practices can increase sustainable competitive advantage if strategic HR

(School Leaders / Principals / School Directors / HR Managers) do not have a strong organizational commitment to the Collaborative Education Unit (SPK). Organizational commitment can mediate the effect between talent management and sustainable competitive advantage of $3.248 > 1.96$. This shows that talent management can increase sustainable competitive advantage if strategic HR (School Leaders / Principals / School Directors / HR Managers) have a strong organizational commitment to the Collaborative Education Unit (SPK).

DISCUSSION OF RESEARCH RESULTS

Effect of Strategic HR Management Practices on Strategic Agility

Strategic HR management practices are critical to business success because they shape the relationship between the organization and employees. Strategic HR practices help organizations survive by improving their ability to attract, develop, motivate, and retain employees (Kellner, 2020). Implementing strategic HR management practices that are well implemented by an organization can increase employee talent capabilities so that in the end they can support and increase the strategic agility of the organization. The results of this study support research conducted by Battour et al. (2021) and Doz (2020), which state that strategic HR management practices have a significant effect on strategic agility.

Effect of Strategic HR Management Practices on Organizational Commitment

Based on the research results, it was obtained that the t-value was $8,000 > 1.96$, meaning that strategic HR management practices had a significant and positive effect on organizational commitment. The path coefficient is 0.354, which means that the contribution of strategic HR management practices to organizational commitment is 35.4%, and the remaining 64.6% is another factor that was not studied.

Implementation of strategic HR management practices that are well implemented by an organization can increase employee talent capabilities, such as the ability to understand work, like work more, and have more enthusiasm for work so that, in the end it can support and increase organizational commitment by the organization. The results of this study support research conducted by Bisharat et al. (2017) and Sultanli (2020) who state that strategic HR management practices have a significant effect on organizational commitment.

Effect of Talent Management on Strategic Agility

Based on the research results, the t-value was $11.413 > 1.96$, meaning that talent management has a significant and positive effect on strategic agility. The path coefficient is 0.574, which means that the contribution of talent management to strategic agility is 57.4%, and the remaining 42.6% is another factor that was not studied.

Organizations or companies that can implement talent management well will get reliable employees according to the abilities and talents of each employee and make employees more skilled at work, more focused at work, and more motivated so that this can increase strategic agility implemented by the organization. The results of this study support research conducted by Harsch and Festing (2019), Joss et al. (2023) and Saeed (2022) who state that talent management has a significant effect on strategic agility.

Effect of Talent Management on Organizational Commitment

Based on the research results, the t-value was $13.619 > 1.96$, meaning that talent management has a significant and positive effect on organizational commitment. The path coefficient is 0.602, which means that the contribution of talent management to organizational commitment is 60.2%, and the remaining 39.8% is another factor that was not studied.

Organizations or companies that can implement talent management well will get reliable employees in accordance with the abilities and talents of each employee and make employees more skilled at

work, more focused at work, and more motivated so that this can increase commitment. organization. The results of this research support research conducted by Alparslan and Saner (2020) which states that talent management has a significant effect on organizational commitment.

Effect of Strategic HR Management Practices on Sustainable Competitive Advantage.

Based on the research results, the t-value was $6.537 > 1.96$, meaning that strategic HR management practices have a significant and positive effect on sustainable competitive advantage. The path coefficient is 0.371, which means that the contribution of strategic HR management practices to sustainable competitive advantage is 37.1%, and the remaining 62.9% is another factor that was not studied.

Implementing strategic HR management practices that are well implemented by an organization can increase employee abilities and talents so that employees have the knowledge and abilities needed by the organization to support and increase the organization's sustainable competitive advantage. Results of this research support research conducted by Hamadamin and Atan (2019), and Emeagwal and Ogbonmwan (2018) which stated that strategic HR management practices have a significant effect on sustainable competitive advantage.

Effect of Talent Management on Sustainable Competitive Advantage

Based on the research results, the t-value was $2.838 > 1.96$, meaning that talent management has a significant and positive effect on sustainable competitive advantage. The path coefficient is 0.182, which means that the contribution of talent management to sustainable competitive advantage is 18.2%, and the remaining 81.8% is another factor that was not studied.

Organizations or companies that can implement talent management well will obtain reliable employees in accordance with the abilities and talents of each employee and can place employees according to their talents so that this can increase the implementation of sustainable competitive advantage carried out by the organization. The results of this research support research conducted by Jibril and Yesiltas (2022) which states that talent management has a significant effect on sustainable competitive advantage.

Effect of Strategic Agility on Sustainable Competitive Advantage

Based on the research results, the t-value was $3.241 > 1.96$, meaning that strategic agility has a significant and positive effect on sustainable competitive advantage. The path coefficient is 0.145, which means that the contribution of strategic agility to sustainable competitive advantage is 14.5%, and the remaining 85.5% is another factor that was not studied.

Strategic agility that is implemented well by management in an organization will be able to face changes that occur both from within the organization and from outside the organization and can analyze, develop, and look for opportunities and solutions that are more appropriate and faster in dealing with these changes so that this can increase the implementation of sustainable competitive advantage. This research results support research conducted by Tufan and Mert (2023), which states that strategic agility has a significant effect on sustainable competitive advantage.

Effect of Organizational Commitment on Sustainable Competitive Advantage

Based on the research results, the t-value was $3.577 > 1.96$, meaning that organizational commitment has a significant and positive effect on sustainable competitive advantage. The path coefficient is 0.244, which means that the contribution of organizational commitment to sustainable competitive advantage is 24.4%, and the remaining 75.6% is another factor that was not studied.

Implementing good organizational commitment by a company or organization will give employees a sense of trust in their superiors, and employees will have an attitude of prioritizing achieving organizational goals wanting to move forward with the organization so that they can increase the

implementation of sustainable competitive advantage. The results of this research support research conducted by Dyahrini et al. (2018) and Alserhan and Shbail (2020) who state that organizational commitment has a significant effect on sustainable competitive advantage.

Effect of Strategic HR Management Practices on Sustainable Competitive Advantage mediated by Strategic Agility

Based on research results on the indirect effect of strategic HR management practices on sustainable competitive advantage through strategic agility, a t-value of $2.793 > 1.96$ was obtained, meaning that strategic agility can mediate the relationship between strategic HR management practices and sustainable competitive advantage.

Strategic agility can partially mediate the relationship between strategic HR management practices and sustainable competitive advantage. It can be seen that partially strategic HR management practices have a significant effect on strategic agility and sustainable competitive advantage. Similarly, strategic agility has a significant effect on sustainable competitive advantage. The results of this study support research conducted by Battour et al. (2021) which states that strategic HR management practices have a significant effect on sustainable competitive advantage mediated by strategic agility.

Effect of Talent Management on Sustainable Competitive Advantage mediated by Strategic Agility

Based on research results on the indirect effect of talent management on sustainable competitive advantage through strategic agility, a t-value of $3.193 > 1.96$ was obtained, meaning that strategic agility can mediate the relationship between talent management and sustainable competitive advantage.

Strategic agility can partially mediate the relationship between talent management and sustainable competitive advantage. It can be seen that partially talent management has a significant effect on strategic agility and sustainable competitive advantage. Similarly, strategic agility has a significant effect on competitive advantage.

Effect of Strategic HR Management Practices on Sustainable Competitive Advantage mediated by Organizational Commitment

Based on research results on the indirect effect of strategic HR management practices on sustainable competitive advantage through organizational commitment, a t-value of $3.655 > 1.96$ was obtained, meaning that organizational commitment can mediate the relationship between HR management practices and sustainable competitive advantage.

Organizational commitment cannot partially mediate the relationship between strategic HR management practices and sustainable competitive advantage. This shows that strategic HR management practices can increase sustainable competitive advantage without involving organizational commitment. The results of this research support research conducted by Alserhan and Al-Shbail (2020), which aims to analyze the effect of strategic HR management practices on sustainable competitive advantage mediated by organizational commitment.

Effect of Talent Management on Sustainable Competitive Advantage mediated by Organizational Commitment

Based on research results on the indirect effect of talent management on sustainable competitive advantage through organizational commitment, a t-value of $3.248 > 1.96$ was obtained, meaning that organizational commitment can mediate the relationship between talent management and sustainable competitive advantage.

Organizational commitment can partially mediate the relationship between talent management and sustainable competitive advantage. It can be seen that partially talent management has a significant

effect on organizational commitment and sustainable competitive advantage. Likewise, organizational commitment has a significant effect on sustainable competitive advantage. Results of this study support research conducted by Ozer et al. (2021) stated that talent management has a significant effect on sustainable competitive advantage, which is mediated by organizational commitment.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the findings from the research results and explanations in the previous chapters, several conclusions can be expressed as follows:

1. There is a positive and significant effect of strategic HR management practices on strategic agility in Collaborative Education Unit schools in Indonesia.
2. There is a positive and significant effect of strategic HR management practices on organizational commitment in Collaborative Education Unit schools in Indonesia.
3. There is a positive and significant effect of talent management on strategic agility in Collaborative Education Unit schools in Indonesia.
4. There is a positive and significant effect of talent management on organizational commitment in Collaborative Education Unit schools in Indonesia.
5. There is a positive and significant effect of strategic HR management practices on sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
6. There is a positive and significant effect of talent management on sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
7. There is a positive and significant effect of strategic agility on sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
8. There is a positive and significant effect of organizational commitment on sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
9. Strategic agility can partially mediate the relationship between strategic HR management practices and sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
10. Strategic agility can partially mediate the relationship between talent management and sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
11. Organizational commitment can partially mediate the relationship between strategic HR management practices and sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.
12. Organizational commitment can partially mediate the relationship between talent management and sustainable competitive advantage in Collaborative Education Unit schools in Indonesia.

Theoretical Suggestions

1. This research provides insight and understanding of knowledge about strategic HR management practices that can influence strategic agility, organizational commitment and sustainable competitive advantage.
2. This research provides insight and understanding of knowledge about talent management that can influence strategic agility, organizational commitment and sustainable competitive advantage.
3. This research provides insight and understanding of knowledge about strategic agility and organizational commitment that can influence sustainable competitive advantage.

Practical Suggestions

1. It is recommended for the management of the Collaborative Education Unit to encourage strategic HR management practices in general to increase work morale, work comfort, employee

concern for the organization so that this can increase strategic agility and organizational commitment and at the same time increase sustainable competitive advantage.

2. It is recommended that the school management of the Collaborative Education Unit in Indonesia carry out talent management better so that reliable employees can be obtained who can be placed according to each employee's abilities in working in the organization, so that employees can work with enthusiasm and enthusiasm or can complete the work in accordance with company targets thereby creating high levels of strategic agility, organizational commitment and at the same time increasing sustainable competitive advantage.
3. It is recommended for the school management of Collaborative Education Units in Indonesia to encourage strategic agility and high organizational commitment in order to encourage employees to work with more enthusiasm, be able to meet work targets, and keep up with existing changes so as to increase sustainable competitive advantage.

Managerial Implications

1. Strategic HR management practices have been proven to have a significant and positive effect on strategic agility, organizational commitment, and sustainable competitive advantage. For this reason, it is recommended that the management of Cooperative Education Unit schools in Indonesia continue to maintain and improve strategic HR management practices by improving work assessments, carrying out strict selection, giving awards to those who excel, and carrying out regular training.
2. Talent management has been proven to have a significant and positive effect on strategic agility, organizational commitment, and sustainable competitive advantage. For this reason, it is recommended that the management of Collaborative Education Unit schools in Indonesia continue to maintain talent management by making efforts to recruit talented employees, develop individual talents, and work according to talents.
3. For other researchers who will conduct research with a similar theme, it is hoped that they will be able to add several variables that can influence strategic agility, organizational commitment, and sustainable competitive advantage and can expand the research object, not just limited to Collaborative Education Unit schools, in order to obtain maximum results.

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