

Professional skills development, incentive programs, and employee collaborations: Basis for talent management framework

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Abstract

At present, the society is in the era of high-quality development of knowledge and talents. In order to promote the efficiency growth and sustainable development strategy of enterprises, enterprises must establish and improve the talent management framework. This study mainly addresses the impact of professional skills development, incentive programs, and employee collaboration on the talent management framework. This paper surveyed 404 respondents from four private universities in Guangdong province, China. The survey was conducted as a questionnaire to obtain a quantitative data analysis. The description statistics and scale analysis of the data using SPSS software revealed the correlation between organizational talent management innovation and development and employee expertise, employee incentive Programs, and employee collaboration. The results showed significant associations between the three variables and the talent management framework. In order to improve the work performance of employees, it is necessary to strengthen the innovation and development of human resources, so as to establish a high-quality teacher team.

Keywords: professional skills development, incentive plan, employee collaboration, employee satisfaction, talent management framework

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1. Introduction

At present, the rapid update of knowledge, in-depth study of the staff professional skills development, incentive plan and staff collaboration not only have a active impact on the personal career growth of the staff, but also it is good for improving the overall education of the school and the learning effect of students. According to Bowan, Milovanovic, and Mamula Nikolic (2022), through different educational courses and talent management methods, employees can achieve greater growth and have talent management programs. In such a framework, education workers can get more autonomy, better use its professional skills, have more platform and growth opportunities, to participate in more projects, not only promote the staff professional skills development, the incentive also stimulate staff enthusiasm and collaboration will, promote the collaboration between employees. This further highlights the important role of an effective talent management framework in promoting employee professional skills development, incentive programs, and employee collaboration. For instance, teachers apply for more research projects to help them learn new knowledge, and research funding encourages them to invest in the projects to deepen their collaboration.

The research targets four Guangdong Province private universities faculty in China. To study the relationship about employee professional skills, employee incentive plan, employee collaboration in the talent management framework. The study indicates that the continued development of professional skills is closely related to faculty job satisfaction and performance. Employee incentive programs combine individual and team skills and objectives to greatly improve employee motivation and collaboration skills. In addition, good employee collaboration can enhance knowledge sharing and innovation. This finding emphasizes the comprehensive consideration of these three variables in talent management strategies to promote the long-term success and competitiveness of educational institutions.

Talent is an important resource for a successful organization. Therefore, talent management has become the key to innovation in the sustainable development and competitive advantages of enterprises. Employee professional skills development, employee incentive Programs, and employee collaboration affect to the talent management. The improvement of professional skills can enhance the ability level of employees and provide competitive talent resources for enterprises. Employee incentive plan can arouse the motivation and enthusiasm of employees, and improve their cohesion. Employee collaboration can enhance the team's synergy effect and innovation ability, and create more added value for the company.

Professional skills improves the quality of faculty members. Employee incentive programs stimulate employee potential and improve their initiative. Employee collaboration can improve productivity. Enhance their professional skills, stimulate teaching enthusiasm, and promote collaboration among staff through an effective talent management framework. This will not only help to develop the quality of education, but also to improve overall educational competitiveness the university. Based on the university human resources, the HR management mechanism and the criterion of teacher achievement management are summarized. The report show the system can adept the requirements of university HR system.(Sheng, et. al., 2023) The research shows that this system is not only conducive to the effective management of teaching staff and the formulation of achievement evaluation standards, but also can cultivate teachers' teaching ability. It is outstanding in teacher achievement evaluation, job promotion, talent recruitment and other aspects, and can adapt to and support the talent management mode of the university. For instance, a fair achievement evaluation system can satisfy teachers and thus work with enthusiasm.

In these years, the research on employee professional skills development, employee incentive plan and

employee collaboration has achieved great results. In terms of employee professional skills development, how to improve employee skills and soft skills through continuing studying and practice opportunities. Research on employee incentive programs focuses on how to stimulate their internal motivation and loyalty through good reward mechanisms and professional development machines. Employee collaboration focuses on how teamwork and communication strategies enhance innovation and productivity. The special feature of this study is in studying how to innovate and develop the talent management framework from multiple perspectives. It not only provides a new perspective for exploring the dynamics of these variables in the context of Chinese higher education, but also lays an empirical foundation in the implementation of talent management strategies.

The basic principles of the three variables are described as follows: Employee professional skills development focuses on improving employee technical and non-technical ability to adapt to various job requirements. Employee incentive programs focus on reward and recognition mechanisms to enhance employee motivation and loyalty. Employee collaboration focuses on effective communication and collaboration within the team to improve overall work efficiency and innovation capabilities. The interaction of these three in the talent management framework promotes the development and success of the organization. The author is good at studying the related knowledge of management and pedagogy, hoping to find cross-field connections, and it is useful for raising university management system and to the innovation and training of high-quality teachers in universities. Therefore, the authors are very interested in studying this field.

In conclusion, professional skills development, employee incentive programs, and employee collaboration are key components of the talent management framework. Paying attention to these aspects, enterprises can attract, train and retain excellent talents, and improve their competitiveness and sustainable development ability.

Objectives of the Study - This paper main goal is to explore the relationship about employee professional skills development, employee incentive programs and employee collaboration in Guangdong private universities, and to develop a talent management framework to keep the excellent employees. Specifically, this paper determined employee professional skills development in terms of Technical skills, Soft skills, Leadership skills and Critical thinking skills; In addition, the paper determined the incentives programs for employees in terms of Fairness, Employee satisfaction and Training and promotion. Moreover, the paper assessed the employee collaboration in terms of Shared goals and values, Flexibility, and Teamwork practices. Furthermore, the paper is to test the significant relationship about Employee professional skills development, Incentives programs, Employee collaboration. Finally, the paper is to developed talent management framework to attract and retain top talent, optimize talent development, and align talent with strategic goals.

2. Methods

Research Design - The study design uses a many methods, incorporating elements of descriptive and correlation studies. The researchers use descriptive study method to research three independent variables and one dependent variable. Descriptive is a quantitative research method, which works by understanding and describing the situations and problems of the desired output. It describes the question of time, place, character, what, why, how, etc. Its output is expressed by some description statistics. For instance, the ratio. By issuing and collecting respondent questionnaires, and through quantitative statistical analysis, researchers understand respondents' ideas, ideas, attitudes and expectations about employee professional skills development, employee incentive plan and employee collaboration, and talent management framework.

In this paper, the researchers use the method of correlation study to compare the strong and weak internal associations between each variable. Correlation studies are the methods to measure the strong and weak relationships and similarities and differences between the variables. It can use the methods of factor analysis and multiple regression analysis. Descriptive studies combined with correlation studies can make research more rich and comprehensive. The researchers analyzed and compared questionnaires datum from respondents. Therefore, the correlation strength between the three variables and the affect the innovation of the talent management

framework were obtained.

Participants of the Study - The respondents of this paper are teachers and staff at four private universities in Guangdong Province, China. Quantitative results of 404 respondent questionnaires (about 100 questionnaires for each of the four universities) were obtained. University A is an independent undergraduate institution of higher learning in Zhanjiang, Guangdong. University B is an undergraduate institution of higher learning independently established by the Education Department of Guangdong Province in Guangzhou, Guangdong. University C is private in Guangzhou, Guangdong. D University is a private in Guangzhou, Guangdong.

Instrument of the Study - The target tool of the study is a questionnaire, which is a combination of self-made work and adaptation. The questionnaire was composed of three components of three variables: employee professional skills development, employee incentive plan, and employee collaboration. Professional skills development includes four parts: employee skills, soft skills, leadership skills and reflection abilities which are composed of five questions, a total of 20 questions. The employee incentive plan includes three parts: employee fairness, employee satisfaction, employee training and promotion, which consists of five questions, a total of 15 questions. Employee assistance includes employee sharing goals and values, employee flexibility and employee collaboration practices, which consisting of five questions for a total of 15 questions. The questionnaire included 50 questions in total. The questionnaire scale was a Likert four-point scale, which each had four, one= "strongly disagreed", two= "disagree" and three= "agree" four= "strongly agree".

The research questionnaire was done by improving the following authoritative questionnaire. Kuang (2021). *Research on the incentive strategy of full-time teachers in G private university*, Master's thesis, Guangxi Normal University, Guangxi province China.51 and Nedopekina, (2022). *Research on the incentive mechanism of liberal arts teachers in Russian L National University*, Master's thesis, Shanghai University, Shanghai city China. 116-117. In order to help investigate and analyze the employee's talent management framework model and the variables that influence him. This study investigated the direct correlation of research variables around employee professional skills development, incentive plan and employee collaboration.

In order to get closer in the questionnaire to the university staff situation in Guangdong Province, China. Lin Shengli as the doctoral student of Lyceum University made some corrects to this questionnaire, and finally formed the questionnaire presented. Employee questionnaires yielded employee perspectives, attitudes, and experiences. Data is selected to ensure its reliability, validity, and applicability. In addition, data security and privacy should be ensured in accordance with data protection and privacy regulations. Finally, the questionnaire data concerning the respondents' personal privacy should follow the ethics and laws. After the questionnaire survey, 24 respondents were tested for reliability, and the understanding and the reliability of the data were analyzed, and the reliability result table was obtained. After the questionnaire test, the questionnaire was filled out for the respondents.

Each variable contains 3-4 orientations, replaced by abcd. The α -values and scores for each category and its variables will be listed. Professional skill development: 1A. Technical ability: score 0.861, the score is good.1B. Soft skills: 0.912, excellent.1C. Leadership: Score 0.921, score as excellent.1D. Critical thinking skills: 0.884, good. Reward plan: 2A. Fairness: 0.896 points, with a good score.2B. Employee satisfaction: the score is 0.903, and the score is excellent.2C. Training and promotion: 0.938 points, scored as excellent. Employee collaboration: 3A. Common goals and values: 0.908, excellent.3B. Flexibility: score 0.880, the score is good.3C. Team work practice: score 0.876, the score is good. According to the analysis data, the score between 0.861 and 0.938 indicates that the data reliability tends to be good and excellent, and a deep questionnaire survey can be conducted.

According to the assessment results of Cronbach's Alpha, all variables in this study showed good to excellent internal consistency, suggesting that these variables are reliable tools for assessing employee expertise development, incentive planning, and collaboration in a talent management framework. According to Moqbel, et. al., (2022), the study is mainly designed to a conceptualization framework that includes reward, training and

development, achievement evaluation, and the talent management practice and employee achievement relationship at Yemeni universities. Research points to the position of incentive programs in HR practice. Provide staff with training and development opportunities to improve their skills and knowledge. Professional skills improve employees' work ability and career satisfaction and achievement, thus increasing their loyalty and productivity. Incentive programs motivate employees and improve job satisfaction. When employees feel that their work is recognized, their greater satisfaction with their work turns into higher job achievement. Employee collaboration is when employees share idea and experience in a collaborative environment. After an in-depth analysis of the data, there are significant positive relationships between professional skills development, incentive planning, and staff collaboration based on the talent management framework. This relationship is important to company successful and to employee satisfaction.

Data Gathering Procedure - This study is mainly done in the form of a questionnaire survey, and collection procedure will be discussed: Firstly, determine the objectives: to determine the desired content and research goals. This research aims to validate and assess the effectiveness of a framework for professional skills development, incentive planning, staff collaboration, and talent management. Secondly, design data collection tools: use appropriate data collection tools according to the research objectives. Tools are questionnaires about employee professional skills development, employee incentive Programs, and employee collaboration based on a talent management framework. A total of 50 questions. Thirdly, internal verification, test data collection tool Questionnaire: The questionnaire was distributed to test the reliability reliability and validity of 24 employees, to determine that the questionnaire can be conducted normally. In addition, external verification: questionnaires are issued in different environments to test their effectiveness in different environments, and then collected and adjusted. In addition, select the sample and survey object: 404 employees of four private universities, including teachers and administrators. Next, data collection: according to the selected data collection tool, data can be collected online and offline. This study is mainly collected through online questionnaires and distributed to leaders, teachers and administrators to fill in, combined with the offline distribution in the administrative building of private universities. In addition, data sorting and recording: store the collated data with word and Excel spreadsheet software or specialized data management tools. The data were classified, analyzed and summarized and recorded. Next, data analysis: select the appropriate statistical tool spss, and the linear regression analysis method to analyze the resulting data regression equation and normal distribution. Use appropriate statistical analysis methods, such as correlation. The spss is applied to do the reliability analysis data, analyze the strength of data correlation and mutual influence, and compare the data. Finally, interpret and report the results: From the data results to analysis, summarize findings, and write report or present the analysis results. Ensure the accuracy, objectivity and clarity of the results, so that others can understand and use them.

Data Analysis - A comprehensive analysis of the questionnaire findings was conducted to generate comprehensive advice and awareness of staff professional skills development, staff incentive plans and staff collaboration. The analysis methods that will be applied in this paper will be discussed: Firstly, the collected data will be a descriptive statistical research of the data, including the calculated standard deviation, mean, frequency distribution, etc. Understand the perspectives, attitudes, and behaviors of employees on professional skills development, employee incentive Programs, and employee collaboration. Secondly, the correlation between employee expertise development, employee incentive plan and employee collaboration was studied by calculating the correlation coefficient. It can be determined from this whether a significant association exists. Finally, the above analysis results are comprehensively analyzed to find out the common points, differences and important findings. According to these data analysis outcomes, the relationship sentiment among the three can be summarized, and conclusions and suggestions can be given. Weighted mean and rank were applied to determine the professional skills development of the employees in terms of Technical, Soft skills, Leadership skills and Critical thinking skills; to determine the incentives programs for employees in terms of Fairness, Employee satisfaction and Training and promotion; and to assess the employee collaboration in terms of Shared goals and values, Flexibility, and Teamwork practices.

Ethical Considerations - For ethical reasons, participants need to abide by the following ethical principles:

Firstly, before collecting the data, make the participants clear about the research purpose, process and possible risks, and volunteer to participate voluntarily. At the same time, the questionnaire should be designed in accordance with the principle of impartiality and ensure that all participants have equal and fair opportunities to express their ideas. Clear, transparent information was obtained and written or verbal consent from participants. Secondly, protect participants 'privacy and confidentiality: he collected data is limited to research, and the methods are adopted to protect participants' personal identity and the confidentiality of sensitive information. Common ways to protect privacy are anonymization and data desensitization. Thirdly, respect the rights and interests of participants: ensure their autonomy and dignity in the research according to their opinions, needs and interests. No improper pressure or harm to participants. In addition, research integrity: follow the principles of research ethics and integrity, and can not have academic misconduct, such as forging data, plagiarism of others' achievements, etc. Finally, review and supervision: Some projects may be reviewed and supervised by ethics review committees or other relevant institutions. Ensure that the research project complies with the ethical and legal requirements and will follow the prescribed procedures. Compliance with the ethical principles has improved research quality. Ethical considerations must be incorporated in each study step.

3. Results and discussion

Table 1

Summary Table on Professional Skills Development

Key Result Areas	Composite Mean	VI	Rank
Technical	3.38	Agree	4
Soft Skills	3.40	Agree	1
Leadership Skills	3.39	Agree	2.5
Critical Thinking Skills	3.39	Agree	2.5
Grand Composite Mean	3.39	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 shows and summaries professional skills development. It includes (WM), (VI) and ranking. The table contents are described as follows:

The comprehensive average WM of employee professional skills development was 3.39, and the VI was "consent". This indicates that employees are strong in their professional skills development. Teachers need to do scientific research, which is related to the technical level. Teachers need to impart theoretical knowledge and must have soft skills. Teachers need to discipline class students and must have leadership skills. To conduct reflective teaching, teachers must have various professional skills. It shows that many of teacher thought it was important to develop employee expertise. Constantly improving skills and professional growth is important for employees in a complex and changing business environment. The development of professional skills not only improves their work efficiency and ability, but also improves their ability to meet to challenges, technological change. In addition, the improvement of professional skills is very important for the competitiveness of the company. Employee skills and knowledge are valuable assets of the company. Strengthen the professional skills of the staff, organizations can enhance the innovation ability, improve the quality of service, and ultimately achieve better business results. Therefore, this study points to companies need to continuous develop their professional skills.

According to the data analysis, the study showed that the employee soft skills levels were the highest in employee skills development, with (WM) of 3.40, and many respondents "consent" with this. In contrast, employee skills is important (WM 3.38 and VI "consent"), but needs further improvement at the end of the ranking. Among them, in the professional skills development of employees, employees ranked the top in soft skills, with WM of 3.40 and VI of "consent". This indicates that more respondents think that teacher soft skills are very important in teacher professional skills. It may be because teachers need to communicate with students to teach knowledge and communicate with experience to communicate with colleagues, so teachers need to use

soft skills. Employee soft skills, namely communication and emotional intelligence, are key to employee success in today's work environment. These skills enable staff to communicate, enhance problem-solving skills, lead teams, and meet a rapidly changing environment. According to Decker(2020), in the contemporary academic environment, employees with expertise are in increasing need, and the demand for employees with "technical and soft skills" is increasing, which can promote teamwork and improve employees' ability to cope with the environment. Soft skills can also help to improve service quality and empower employees to innovate. In addition, soft skills have a key role in enhancing employee adaptability and flexibility. In a rapidly changing work environment, employees who are quick to adapt to new situations are more successful. Soft skills are to adept new situations and solve problems, underlie this adaptability. For instance, teachers' good communication skills and environmental adaptability can enable them to quickly invest into the research environment, thus producing results more efficiently.

Employee leadership skills and critical reflection skills were ranked joint 2.5, with 3.39 in WM and "consent" for VI. The technical level ranks last in employee professional skills development. WM was 3.38 and VI was "consent". Although ranked last, the technical level is crucial in the development of their professional skills. This may be because teachers need to do scientific research and need to master certain technology and equipment to solve teaching problems. However, Chinese teachers in this aspect need to be strengthened. According to Gavriliev and Avdeenko (2022), development personnel qualifications and professional competence are conditions for successful IT projects. Software developers want to promote careers and skills to maintain professional worth to the company. In software development, employee qualifications, knowledge, and skills are critical in maintaining their professional value. Continuous updating of technology is crucial to maintain professional competitiveness. Understanding the latest development methods and technology trends improves the efficiency and quality of employees, and also enhances their attractiveness and value in the labor market. This shows that the continuous updating and improvement of technical capabilities, it maintain employees competitiveness and adaptability significant in the industry. Moreover, according to Hayudini, (2021), it presents technical training significant and professional development of employees to the development of the company. Professional skills development enables employees to master the latest technical tools and thus improve productivity. It enhances their ability to adapt to the technological environment. Technical skills can improve the competitiveness of the organization, because it affects the quality and innovation of products and services. As technology advances and industry development needs, continuous technology learning and skill improvement are key to ensuring that employees and organizations adapt to future challenges. For instance, teachers know that the use of multimedia technology can be more intuitive and efficient in teaching, reducing the time of writing on the board.

Table 2

Summary Table on Incentives Programs

Key Result Areas	Composite Mean	VI	Rank
Fairness	3.31	Agree	2
Employee Satisfaction	3.26	Agree	3
Training and Promotion	3.35	Agree	1
Grand Composite Mean	3.31	Agree	

Legend:3.50-4.00=Strongly Agree;2.50-3.49=Agree;1.50-2.49=Disagree;1.00-1.49=Strongly Disagree

Table 2 summarizes Incentive Plan. It includes (WM), (VI), and ranking. The table contents are described as follows:

The combined mean WM for the incentive plan was 3.31 and the VI was "consent". This suggests that the majority of respondents saw the incentive program as very important. This may be because incentive programs can improve employee satisfaction, motivation and loyalty, thus improving employee work efficiency and quality. This finding highlights the critical role of incentive programs in enhancing employee motivation, enhancing job satisfaction, and improving organizational achievement. Effective incentive programs can motivate employees to be more actively involved, thereby improving productivity and innovation. The

importance of incentive programs is also reflected in their impact on employee loyalty and retention. By providing attractive incentives, such as bonuses, promotion opportunities, training, and development programs, organizations are able to better retain key talent and reduce staff mobility. In addition, incentive programs help build active work cultures and enhance employee sense of identity with the goals. Therefore, the implication of this that the organizations need to value and effectively implement incentive programs to enhance job satisfaction, and thus promote long-term success and sustainability of the organization.

According to the data analysis, the employee's continuous learning and development opportunities are considered as the key factors. These opportunities were the top in the employee incentive program (WM by 3.36 and "consent" by VI). In contrast, employees with fair competition opportunities and promotion channels are given the last priority in the incentive plan (WM is 3.33 and VI is "consent"). Among them, the employee training and promotion opportunities level ranked the top in the employee incentive plan, with a WM of 3.35 and a VI of "consent". This indicates that the majority of respondents perceived staff training and promotion opportunities as very important. This may be because of the strong need and identification for enhanced learning, cooperation, communication and training. This trend shows that organizations attach importance to personal and career development, maintaining competitiveness and improving innovation ability. According to Chang, et. al., (2020), in daily training, we should know employees requirement, strengthen employees quality, so employees quickly learn better technology, and promote company technical construction of the company. Staff training and promotion opportunities have impact on improving continuous enterprise development of employees. Employees are useful to improve their skills and abilities to handle complex tasks to better adapt new technologies to job requirements and organizational changes through training. At the same time, promotion opportunities provide employees with opportunities to grow and progress professionally, and enhance their commitment to work and loyalty to the organization. In addition, providing training and promotion opportunities also helps to improve engagement, resulting to productivity. For instance, the pre-job training conducted by teachers is conducive to teachers' teaching, learning and growth. Staff training and promotion opportunities have impact on improving ability, continuous enterprise development of employees. Through training, employees are able to improve skills and ability to handle complex tasks to better adapt new technologies to job requirements and organizational changes. At the same time, promotion opportunities provide employees with opportunities to grow and progress professionally, and enhance their commitment to work and loyalty to the organization. In addition, providing training.

Employee fairness level ranked second, with WM of 3.31 and VI of "consent". Employee satisfaction was ranked last in the employee incentive program. WM was 3.26 and VI was "consent". Despite ranking last, employee satisfaction are very important in incentive programs. This may be because teachers are more inclined to equity and training promotion and material reward satisfaction, those who do them naturally satisfied. This shows that in some organizations, organizations value the improvement of employee skills and personal growth development, but there is a lack of fair promotion and competitive opportunities. This imbalance will lead to reduced employee dissatisfaction and motivation for the organization, which has an impact on the overall organization achievement and employee retention rate. According to Xujun Zhang, et. al., (2018), they lose talent of small and medium-sized technology enterprises (SMEs), job willingness and talent turnover rate are negatively related. Research suggests that employees with high job satisfaction are more committed. Employee incentive programs enhance employee satisfaction by providing promotion opportunities, a fair compensation system, and a harmonious working environment. This is conducive to the job input of employees and the establishment of a stable work team, which is very important for the long-term innovative. Employee skills and knowledge are important to the enterprise, and the organization provides continuous learning and development opportunities to maintain employee satisfaction and loyalty. It points to the important role of employee learning and development opportunities and that these opportunities help prevent brain drain and enhance organizational efficiency. According to Rakic and Zivkovic (2019), the satisfaction of an employee has great influence on his/her motivation to increase productivity. Research suggests that satisfied employees are more likely to show efficiency and creativity at work, while also being more willing to stay. Positive attitude improves work

efficiency and productivity. The importance of employee satisfaction is also reflected in its impact on employee loyalty and retention. By providing attractive work environments, fair pay, and promotion opportunities, organizations are better able to retain key talent and reduce mobility. In addition, employee satisfaction helps to build a positive work culture and enhance employee recognition of company goals. Therefore, the implication of study is that the organizations need to value and effectively implement measures to improve employee job satisfaction. For instance, teachers are encouraged and rewarded for teaching to improve their satisfaction.

Table 3 presents and summaries employee collaboration. It includes (WM), (VI), and ranking. The table contents are described as follows: The composite mean WM for employee collaboration was 3.33 and the VI was "consent". This suggests that most people believe that employee collaboration is the success of a company. The implications of this finding are multifaceted. Firstly, it highlights the central role of teamwork in achieving the organization's goals. Effective collaboration among employees can drive knowledge sharing, innovative thinking, and improved problem solving. Secondly, this result also points to the key role of managers in promoting and maintaining a good collaborative environment. To achieve this, managers need to build a supportive and open work culture that encourages communication and collaboration between employees. Finally, the findings also point to the need to provide employee-related training and development opportunities, which can improve employee collaboration skills and thus improve the efficiency and effectiveness of the entire organization.

Table 3

Summary Table on Employee Collaboration

Key Result Areas	Composite	VI	Rank
Shared Goals and Values	3.35	Agree	1
Flexibility	3.32	Agree	3
Teamwork Practices	3.33	Agree	2
Grand Composite Mean	3.33	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

According to data analysis, sharing goals and values should be valued in employee collaboration. Both ranked the highest in importance (WM 3.35 and VI "consent"). Flexibility of employee collaboration Importance in collaboration practice ranked last (WM for 3.32, VI for "consent").

Among them, the employee sharing goal and value level ranked the highest in employee collaboration, with WM of 3.35 and VI of "consent". The majority of respondents believed that it was important for employees to share goals and values, probably because sharing goals and values is easier to achieve and operate than the other two. Employee collaboration practices analysis regarding important that they are shared goals, values and collaboration flexibility, According to Le, et. al., (2020), to study the relationship collaboration culture impact on employee idea sharing and incremental innovation in Chinese enterprises. Research suggests that shared goals and values can drive knowledge sharing and stimulate innovation. In Chinese enterprises, a culture of cooperation combined with radical innovation encourages innovation. At the same time, progressive innovation improves the competitiveness of enterprises through continuous knowledge sharing and improvement. Employee collaboration encourages innovation in order to adapt to changing market demands. In a team with clear shared goals and consistent values, it is easier for employees to build consensus and communicate effectively, thus improving collaboration efficiency and innovation ability. For instance, as researchers, teachers mainly cooperate with colleagues by sharing goals and values to achieve better research output.

Employee collaboration ranked second, with WM being 3.33 and VI being "consent". The last rank is in employee collaboration. WM was 3.32 and VI was "consent". Despite the last ranking, flexibility is very important in employee assistance. This may be because teachers' teamwork practice is not easy to control, and flexibility is difficult to control. According to Andrabi, et. al., (2020), creativity is achieved through emotional intelligence. Research has shown that emotional intelligence enables employees to better understand and manage their own and others' emotions, thus driving more effective teamwork and innovation to develop solutions. This application of emotional intelligence is particularly important in flexible collaborative environments, as it helps

to adapt to changing team dynamics and job demands. Flexibility means that employees can have their own perspectives in different work situations and promote innovation. In collaboration, flexibility makes team collaboration more brainstorming, with new ideas and solutions. Thus, emotional intelligence and flexibility in collaboration mutually. In addition, According to Seo, et. al., (2022), difficulties in employee turnover may arise encourage companies to enhance collaboration. Research suggests that partly limiting employee mobility, can encourage them to find innovative solutions within existing teams rather than seeking external opportunities. Flexibility enables employees to break down the barriers to innovation and inspire new ideas. Through flexible collaboration, employees are able to meet emerging challenges and drive companies to innovate. The role of flexibility in collaboration can be reflected in adaptation to change, immediate response, and the development of innovative thinking. In a changing work environment, organizations are flexible in developing collaborative strategies and methods, easier to get innovative solutions and face changing challenges. For instance, teachers need to flexibly apply knowledge to innovate and develop their own views in research projects.

Table 4*Relationship Between Professional Skills Development and Incentives Program*

Variables	Rho	p-value	Interpretation
Technical			
Fairness	0.686**	<.001	Highly Significant
Employee Satisfaction	0.655**	<.001	Highly Significant
Training and Promotion	0.693**	<.001	Highly Significant
Soft Skills			
Fairness	0.679**	<.001	Highly Significant
Employee Satisfaction	0.649**	<.001	Highly Significant
Training and Promotion	0.651**	<.001	Highly Significant
Leadership Skills			
Fairness	0.776**	<.001	Highly Significant
Employee Satisfaction	0.728**	<.001	Highly Significant
Training and Promotion	0.721**	<.001	Highly Significant
Critical Thinking Skills			
Fairness	0.755**	<.001	Highly Significant
Training and Promotion	0.768**	<.001	Highly Significant

** Correlation is significant at the 0.01 level

The table 4 shows that the rho-values of ranging from 0.649 to 0.776 indicate a strong direct relationship among the professional skills development and incentives program sub variables. There was a statistically significant relationship between professional skills development and incentives program, because p-values were less than 0.01. According to datum in Table 15, we can analyze the relationship between professional skills development and incentive plan variables. These data derive correlations between employee technical skills, employee soft skills, employee leadership skills, and employee critical thinking skills, and employee equity, employee satisfaction, employee training, and promotion opportunities. All these correlation values were significant at 0.01 level, it indicates a highly significant positive correlation between them.

First of all, the highly significant positive correlation between employee technical skills and employee fairness (Rho = 0.686 * *), employee satisfaction (Rho = 0.655 * *) and employee training and promotion (Rho = 0.693 * *) indicates that improving technical skills is closely related to perceived fairness, improving employee satisfaction, and providing opportunities for employee training and promotion. This illustrates the development of technical skills in an environment that is fair, meets employee needs, and provides opportunities for development and growth. Secondly, in terms of employee soft skills, there were highly significant positive associations between employee fairness (Rho = 0.679 * *), employee satisfaction (Rho = 0.649 * *), and training and promotion (Rho = 0.651 * *). This study points to soft skills are important: communication, teamwork, emotional intelligence are environment where you feel fair, satisfied, and have opportunities for growth and development.

In terms of employee leadership skills, highly significant positive correlations with employee equity (Rho =

0.776 * *), employee satisfaction (Rho = 0.728 * *), and training and promotion (Rho = 0.721 * *) further confirmed the key role of leadership in fair and satisfactory work environments and growth opportunities. This verifies that leadership were important in fair, satisfactory working environment and having opportunities for growth. Leaders require personal skills and also to be enhanced in a supportive environment. Finally, the highly significant positive correlation between employee critical thinking skills and employee fairness (Rho = 0.755 * *), employee satisfaction (Rho = 0.742 * *), and training and promotion (Rho = 0.768 * *) suggests that the strengthening of critical thinking skills is particularly important in a fair, high satisfaction work environment and growth opportunities. This skill enables employees to correctly analyze and evaluate information.

In conclusion, data in Table 15 clearly reveal the tight link between employee professional skills development and employee incentive plan variables. Whether it is employee technical skills, soft skills, leadership skills or critical thinking skills, their development has a highly significant positive correlation between employee fairness, employee satisfaction and training and promotion. This study points to the importance of establishing an environment with equity, meeting employee needs, and having growth opportunities in the process of enhancing professional skills. In particular, employee equity and employee leadership skills show the strongest correlation in Table 15 which indicates that employees have more training and promotion opportunities, will be more engaged to work and have more critical thinking skills. However, although employee satisfaction and employee soft skills are highly significant positive correlation, its correlation ranked the last. This shows that employees satisfaction is high to impact on employee communication and expression, but not much impact. This shows that there are many opportunities for staff training and promotion, which have an impact on staff communication and communication, but little impact.

The perceived fairness of employees have significant impact on leadership skills development. According to Chen, et. al., (2018), dictatorial leadership decision-making and fair treatment of subordinates. Research shows the relationship between leadership behavior, and although their main focus is the role of authoritative leaders and leaders in interpersonal relationships, with influence on employees shared skills, this provides a basis for further exploring the relationship between employee fair perception and leadership skills. Positive feedback helps managers to cultivate employee loyalty and enhance the competitiveness of the enterprise. Therefore, managers should take care the fairness of employees to promote the development of leadership skills. When employees feel the results are fair, they trust the organization and leaders, which helps leadership development and productivity. The fair process requires when employees perceive the fairness of the decision-making process, they are more receptive to the decision results and more willing to actively participate in organizational activities, including developing leadership skills. In addition, interactive equity focuses on respect and dignity in interpersonal communication, which directly affects employees self-esteem and self-efficacy which are important psychological capital for effective leaders. For instance, as an authoritative leader, we need to treat every employee fairly, in order to convince employees and improve work efficiency.

The interactive relationship between employee professional skills development and employee incentive plan is an issue of concern. Recent studies point out that the two are interdependent and interact together to affect employee achievement and satisfaction.

On the one hand, employee incentive programs are crucial to promote employee professional skills. Good incentives can enhance their internal motivation to improve their professional skills. According to Adinegara et al. (2023), work motivation and employee achievement are positive significant relationship. Research has noted that employees work to improve their professional skills when they feel their work is recognized and motivated. This incentive increases employee loyalty and encourages them to actively participate in the development of professional skills. For instance, by providing training opportunities and achievement incentives to learn new skills, employees can improve job achievement.

On the other hand, the improvement of employees' professional skills will also reflect on their employee incentive Programs. When employees conduct training and develop activities to acquire new skills. According to

Setiawan et al. (2023), self-efficacy work motivations are positively related to employee job satisfaction. Research shows that as their skills improve, they become more confident in their abilities, engage more actively engaged their work, and respond more positively to employee incentive programs. The improvement of employees' professional skills not only enhances their sense of self-efficacy, but also improves their sense of achievement over their work, thus enhancing their work motivation. As employees' work capacity and efficiency will improve, their expectations and demands for incentives will also increase. Therefore, the improvement of employees' professional skills not only increases their job satisfaction, but also makes them need a higher level of incentive plan. For instance, teachers improve their teaching methods through training, and they are more willing to try to apply these skills in practical teaching, which also has an incentive effect for teachers.

In addition, good leadership is also important in this process. According to Njuguna (2023), transformation leadership had a positive impact on employee incentive and job willingness in Kenya. Research shows that transformation leaders promote a positive work attitude by stimulating the ability and passion of their employees. This leadership style emphasizes motivation and personal care, improving employee work engagement and satisfaction. In Kenya, transformation leaders effectively improve employee job satisfaction by encouraging teamwork and personal development. Having support and guidance from leaders helps employees understand and leverage employee incentive programs and drive their professional skills development. For instance, transformation leaders will encourage teachers to adopt innovative teaching methods and break with traditional ways of thinking to solve complex problems.

Finally, emotional intelligence is also an important one. According to Naz et al. (2022), EI was positively associated with employee JP. Research shows that emotional intelligence and employee achievement are positively correlated, acting as a bridge to employee job satisfaction. Research shows that emotional intelligence and employee achievement are positively correlated and are a bridge to employee job satisfaction. Research shows that emotionally intelligent employees often manage their emotions and understand and sympathize with others' emotions, which enhances their communication skills, teamwork, and problem-solving skills. These skills improve work productivity and achievement. At the same time, emotional intelligence enables employees to build harmonious interpersonal relationships in the work environment. They are better able to reduce work pressure and maintain a positive attitude, which can improve work efficiency. For instance, teachers with high EQ can have insight into students' needs and abilities and adjust their teaching methods appropriately to provide better teaching results.

Table 5

Relationship Between Professional Skills Development and Employee Collaboration

Variables	Rho	p-value	Interpretation
Technical			
Shared Goals and Values	0.740**	<.001	Highly Significant
Flexibility	0.697**	<.001	Highly Significant
Teamwork Practices	0.672**	<.001	Highly Significant
Soft Skills			
Shared Goals and Values	0.735**	<.001	Highly Significant
Flexibility	0.683**	<.001	Highly Significant
Teamwork Practices	0.664**	<.001	Highly Significant
Leadership Skills			
Shared Goals and Values	0.771**	<.001	Highly Significant
Flexibility	0.757**	<.001	Highly Significant
Teamwork Practices	0.734**	<.001	Highly Significant
Critical Thinking Skills			
Shared Goals and Values	0.810**	<.001	Highly Significant
Flexibility	0.774**	<.001	Highly Significant
Teamwork Practices	0.786**	<.001	Highly Significant

** Correlation is significant at the 0.01 level

Table 5 shows that the computed rho-values ranging from 0.664 to 0.810 indicate a strong to very strong direct relationship among professional skills development and employee collaboration the sub variables. There

was a statistically significant relationship professional skills development and employee collaboration, because the p-values were less than 0.01. Based to datum analysis in Table 16, expertise development and employee collaboration was thoroughly analyzed the relationship. This table demonstrates the correlation between different types of employee professional skills development (including technical skills, soft skills, leadership skills, and critical thinking skills) and employee collaboration (including shared goals and values, flexibility, team collaboration practices). All of these correlations were significant at 0.01 level, indicating a highly significant positive correlation between them.

Firstly, technical skills, highly significant positive correlation with shared goals and value ($Rho = 0.740^{**}$), flexibility ($Rho = 0.697^{**}$) and teamwork practice ($Rho = 0.672^{**}$), driving the development of technical skills with a given internal team goals, the ability to adapt to change, and good team cooperation. This shows that the improvement of technical skills depends on the improvement of individual abilities, and is also related to the coordination and collaboration within the team. Secondly, for employee soft skills, there were highly significant positive associations between shared goals and values ($Rho = 0.735^{**}$), flexibility ($Rho = 0.683^{**}$), and teamwork practices ($Rho = 0.664^{**}$). This study suggests that soft skills, such as communication, teamwork, and emotional intelligence, are important in driving consensus, adaptability, and collaboration within teams.

Regarding employee leadership skills, the highly significant positive correlation with shared goals and value ($Rho = 0.771^{**}$), flexibility ($Rho = 0.757^{**}$), and team collaboration practice ($Rho = 0.734^{**}$) further confirmed leadership in coordinating team goals and its key role in coordinating team goals, enhancing adaptability, and promoting teamwork. Leaders require personal skills and to motivate team members to work together, adapt to environmental changes, and work effectively. Finally, the highly significant positive correlation between employee critical thinking skills and shared goals and value ($Rho = 0.810^{**}$), flexibility ($Rho = 0.774^{**}$), and teamwork practice ($Rho = 0.786^{**}$) suggests that critical thinking plays an important role in promoting consistency of team goals, enhancing adaptability, and improving teamwork efficiency. This skill facilitates the correct analysis and evaluation of information, thus playing a key role in decision-making and problem solving.

In conclusion, the data in Table 16 clearly reveal the tight link between employee professional skills development and employee collaboration. Whether it is employee technical skills, soft skills, leadership skills, or critical thinking skills, their development has a highly significant positive correlation between shared goals and values, flexibility, and teamwork practices. This study points that the importance of collaboration and coordination within teams during professional skills development, and that these skills can play a key role in driving team effectiveness. Critical thinking skills and shared goals and values, especially in Table 16 indicate that there is the strongest correlation, which shows that employees have critical thinking skills and prefer to share goals and values. Secondly, providing staff training and promotion opportunities, enhancing technical skills and driving the development role of teamwork practices is second important. This points to the enhanced critical thinking skills of employees who prefer to participate in teamwork practice. There are highly clear positive correlation enhancing teamwork practices and improving employees soft skills, but its correlation is scored at the end. Employees are more willing to participate in teamwork practice, which can promote the exchange of experience, but the impact is relatively small. There are highly significant positive correlation enhanced teamwork practices and improved employee skills, but its correlation score is second to last. Employees willingness to participate in teamwork practices can help enhance their skills, but with less impact.

Critical thinking is seen as a key cognitive skill that enables employees to effectively analyze information, solve problems, and make informed decisions. According to Lei et al. (2019), it discusses moral leadership influence, collaborative culture on knowledge-sharing behavior. While the research perspective not critical thinking, it has a full understanding of shared goals and values that is critical to the development of critical thinking. There is a positive correlation between critical thinking skills and shared goals and values, which states that colleagues tend to share the same goals and values when fully using critical thinking in considering

problems and decision-making. This sharing can drive deeper teamwork and collaboration, which will help enhance the efficiency and innovation capacity of the entire organization.

In addition, improving critical thinking skills also enables employees to better understand and embrace the organization's goals and values. This increases trust and respect among team members, and also promotes knowledge sharing and teamwork, which play a key role in achieving organizational goals. When employee expertise improves, their ability to contribute to the team also improves. This enhances personal productivity and enhances the overall achievement of the team. Improving employees' professional skills allows them to solve problems more effectively, think creatively, and have a greater role in the team. According to Kue, et. al., (2023), encouragement and leadership style has positive and significant effects on job willingness and employee achievement. Awards can increase employee motivation, improve job willingness and achievement. At the same time, effective leadership styles, such as transformation leadership, increase employee initiative and loyalty by stimulating their ability and creativity. It inspires them to go beyond themselves and pursue higher achievement levels. Therefore, rewards and good leadership style are key to improving employee job satisfaction and achievement.

A good collaborative environment gives employees the opportunity to learn and apply new skills. In a supportive and collaborative work environment, employees will share knowledge and learn from each other, which not only drives the development of personal skills but also enhances the connection between teams. According to Nikolova et al. (2023), skills development positively predicted job satisfaction. Research suggests that task changes and job insecurity can affect employee job satisfaction. Research indicates that task change, job insecurity can influence employee job satisfaction. When employees encounter new challenges and tasks, they need to enhance their skills, which in turn reacts on their job satisfaction. Employees' growth in skills improves their sense of competence and job satisfaction at work. Secondly, improve skills to improve work efficiency and quality. Furthermore, skill development is often accompanied by better opportunities for career advancement, such as promotion and salary increases. Continuous skill development and effective teamwork in a complex work environment are critical to maintaining employee job satisfaction. For instance, teacher training improves teachers' skills and teaching ability, thus improving their job satisfaction. Employee professional skills development and employee collaboration have close relationship. Improving skills enhances the ability to contribute to the team, and in a good collaborative environment, employees have more opportunities to develop new skills. Meanwhile, mission changes and challenges drive employees to develop new skills, which in turn deon their job satisfaction. Therefore, managers should focus on the interrelationship of skill development and teamwork to drive employee personal growth and improve the overall achievement of the team.

In summary, there were significant positive correlation enhanced employees critical thinking skills, shared goals and values. Enhance employees' critical thinking ability, and organizations can promote teamwork and knowledge sharing, thus increasing higher organizational effectiveness. Table 6 shows the computed rho-values ranging from 0.705 to 0.831 it indicates a strong to very strong direct relationship among the sub variables incentives programs and employees collaborations. There were a statistically significant relationship incentives programs and employee collaborations because the p-values were less than 0.01. According to the data analysis in Table 6, employees incentive plans and employees collaboration relationship was analyzed in depth. To explore the relationship the employee incentive plan (e. g., equity, shared goals and values, flexibility) and different elements of employee collaboration (team collaboration practices, employee satisfaction, training and promotion) different elements. All of these correlations were significant at 0.01 level, indicating a highly significant positive correlation between them.

Firstly, employee equity showed highly significant positive associations between shared goals and values (Rho = 0.754 * *), flexibility (Rho = 0.715 * *), and teamwork practices (Rho = 0.705 * *). Employee motivation is often greater when employees have a consensus on the organization's goals and values, and the work environment provides sufficient flexibility and teamwork practices. This may be because shared goals and values help to form a unified work direction and team spirit, while flexible work arrangements and effective

teamwork practices can enhance the interaction and collaboration between employees.

Table 6

Relationship Between Incentives Programs and Employee Collaboration

Variables	Rho	p-value	Interpretation
Fairness			
Shared Goals and Values	0.754**	<.001	Highly Significant
Flexibility	0.715**	<.001	Highly Significant
Teamwork Practices	0.705**	<.001	Highly Significant
Employee Satisfaction			
Shared Goals and Values	0.775**	<.001	Highly Significant
Flexibility	0.807**	<.001	Highly Significant
Teamwork Practices	0.791**	<.001	Highly Significant
Training and Promotion			
Shared Goals and Values	0.831**	<.001	Highly Significant
Flexibility	0.824**	<.001	Highly Significant
Teamwork Practices	0.822**	<.001	Highly Significant

***. Correlation is significant at the 0.01 level*

Secondly, in terms of employee satisfaction, there were highly significant positive correlations between employee shared goals and values (Rho = 0.775 * *), flexibility (Rho = 0.807 * *), and teamwork practices (Rho = 0.791 * *). This further confirms that employee satisfaction with the work environment and their ability to cooperate are closed. Employees are more willing to work with colleagues in a satisfied and valued environment to work together to achieve goals. Finally, for staff training and promotion opportunities, shared goals and values (Rho = 0.831 * *), flexibility (Rho = 0.824 * *), and teamwork practices (Rho = 0.822 * *). It shows that these factors also have an important influence on the career development and promotion of employees. This means that through effective staff training and promotion opportunity mechanism, not only the professional skills and professional quality can be improved, but also their collaborative spirit and teamwork ability can be stimulated.

In conclusion, the data in Table 17 clearly reveal the positive correlation employee incentive plan and the employee collaboration various elements. These findings have important practical implications for managers. By optimizing employee incentive programs, strengthening employee shared goals and values, providing a flexible working environment, implementing effective teamwork practices, and focusing on employee satisfaction and career development, organizations can not only improve employee collaboration skills, but also promote overall work efficiency and organizational achievement. Employee training promotion opportunities and employee shared goals and values has always been a research focus relationship. According to Kim, et. al., (2019), they are the most significant positive associations in this category. Research shows that employees are align with employees objectives and values, and they feel their careers development is valued and have a clear promotion path. For instance, university having more training and promotion opportunities will lead teachers to pursue research and will to share experience with others. Staff training not only provides the necessary skills and knowledge, but also conveys the organization commitment to the personal development its employees. This commitment can enhance employees sense of belonging and loyalty, making them more willing to accept and internalize organizational goals and values. Furthermore, the clarity of promotion opportunities provides a clear career direction for employees, motivating them to work towards these goals.

At the same time, employees' recognition of organizational goals and the sharing of values further promote their work input and organizational civic behavior. This positive cycle improves employee job satisfaction and retention rates. Therefore, organizational managers should value the provision of employee training and promotion opportunities, not only because of the direct benefits of these measures themselves, but also because they are in shaping the deeper connection between employees and the organization. In this way, a more harmonious and efficient working environment can be established. Exploring the interaction of employee incentive Programs and employee collaboration has been a hot and important research topic. In recent years, scholars have continuously and deeply studied the interaction between these two factors and their specific effects on organizational achievement. The following are topics extended analysis, based on the latest research, aiming

to provide a more comprehensive and deeper perspective.

Firstly, employee incentive programs are considered as a key factor in improving employee satisfaction and job achievement. Human resources and business training and other ways to play an incentive role, it is conducive to improving employee achievement." Through training in the areas of human resources, business management and supply chain, communication skills and quality service and management skills training is expected to be able to provide a solid foundation for the implementation of Hpwws with the ultimate goal of improving corporate achievement and corporate sustainability."(Hadiyat, et. al., 2023) Research suggests that training helps improve staff expertise, thereby driving teamwork and improving productivity. With the enhancement of employee ability and the optimization of process services, enterprise achievement and competitiveness will be improved which are conducive to the long-term sustainable enterprises development. According to Sibanda, et. al., (2023), in Africa, there is a gap in spiritual leadership as employee satisfaction and benefits evidence. In the African region, understanding of the way of spiritual leadership and its impact on employees and organizations is inadequate. However, the view that spiritual leadership improves job achievement by stimulating employee intrinsic motivation, values, and self-fulfillment is considered to be effective. Spiritual leaders improve the achievement and success of employees by enhancing the job satisfactions and benefits. For instance, improving the welfare benefits of teachers can stimulate their investment in teaching undertakings.

Output results: Talent management framework

Talent management framework is an effective method to evaluate the work achievement evaluation system, and enhance the work efficiency and motivation of employees. Teacher profession is very important in the whole education industry, and university teachers are the key to cultivating university talents and realizing the goal of running schools. Teachers are the imparts of cultural and scientific knowledge, values and methods. Appropriate encouragement of teachers' enthusiasm and initiative is conducive to improving their teaching and scientific research level, and benefits from teachers, students, schools, society and the country."The talent management framework has improved the human resource management theory and incentive strategy, and innovated and developed the university talent management related theory."(Kuang, 2021) For instance, the school has a good human resource management mode that is conducive to mobilizing teachers' enthusiasm and improving their scientific research ability.

Under the framework of talent management, we discuss how to enhance employees' professional skills and improve their knowledge level. Through the reward and recognition mechanism to stimulate employees' work motivation and enthusiasm. Study the way employee incentive Programs are designed and implemented, and discuss how they affect organizational achievement and employee achievement. Promote employee collaboration improve team efficiency through teamwork and knowledge sharing. Explore the importance and influencing factors of employee collaboration, and how to effectively promote employee collaboration.

In today's a good employee talent management framework contributes to organizational success. Talent management involves identifying and cultivating important talents, as well as maintaining the participation and loyalty of employees, and improving organizational achievement. According to Ismail, et. al., (2021), the objective of this research is to do the relationship talent management practices survey, employees engagement and employees retention in enterprises (SMEs) in Malaysia. Research suggests that talent management practices active in enhancing loyal employee. These practices include strategies such as recruitment, training, and motivating employees. To gain insight into how these practices affect employee work enthusiasm and engagement, and how this engagement impacts on employee retention. Good talent management strategies can improve job satisfaction and organizational loyalty. This finding demonstrates that talent management can improve employee satisfaction and prevent the brain drain. For instance, schools encourage teachers to love research and stay in the school through project awards. According to Narayanan, et. al., (2018), building on (RBV) Resource-Based View and (SET) theory and Social Exchange Theory, it studies talent management and employee retention relationship. A conceptual model are also indicated that talent feel consistency and organizational justice in the relationship talent management and employee retention. RBV theory emphasizes

that enterprises gain advantages through unique internal resources, and talent management is the key resource. Social exchange theory (SET) focuses on the reciprocal relationship between employees and the company. This study points out the importance of integrating employee engagement strategies in the talent management framework. For instance, teachers' scientific research is conducive to the development of schools, school development is conducive to the development of teachers and get rewards, and teachers' loyalty to the school.

In short, a good employee talent management framework should be strategies to recognize and motivate employees, promote employee participation and retention, and actively involve employees in improving organizational achievement. These strategies can enhance employee job satisfaction and loyalty, and can also drive the overall success of the organization. In today's complex educational environment, the higher education system has the challenge of attracting and retaining outstanding teachers. A good teacher talent management framework can improve the education. This objective is to establish a good teacher talent management framework.

First of all, the cultivation of leadership is the key to teacher talent management. According to Jais et al, (2022), how a Malaysian centre associated to the higher education developed ministry in a framework for assessing leadership abilities in higher education. The study points to higher education leadership quantification framework using the Behavioural Event Interview (BEI) tool in Malaysia, which suggests a good way to assess and improve teacher leadership skills. BEI can identify the leadership skills demonstrated in key events, which can help teachers better develop their leadership potential. For instance, the method of teachers managing class and leading students can improve the teaching level of teachers. Moreover, effective recruitment and selection mechanisms are important to attract and retain faculty talent establishment. According to Shrivastava (2022), it will be valuable to all companies looking for talent management and influence hiring. The research points out that talent management is the predictive factor of talent recruitment in the education system. A transparent and impartial selection process can increase candidates' satisfaction and enhance loyalty. Therefore, optimizing the recruitment process is a key strategy to improve teaching staff. For instance, the opening transparent teachers recruitment are conducive to attracting qualified high-level talents.

In short, teacher talent management framework in higher education system should have a comprehensive talent identification and training mechanism, a good leadership development plan and a good recruitment and selection process. Establishing such a framework, the education system can attract, retain excellent teachers, enhance total education quality and institutional competitiveness. Employee's professional skills development is the key to the success of the enterprise. How to establish an effective employee talent management framework from the perspective of employee professional skills development will be discussed.

Firstly, the organization should provide employees with opportunities to promote their professional growth. According to Hamid, et. al., (2021), this study objective is implement an expert system the certainty factors (CF) method for talent management employee development. The study purposes are to implement deterministic factors (CF) approach to employees development talent management expert system. Research shows that it is important to use advanced techniques and methods to assess and promote employee careers. The deterministic factor approach enables the systematic identification and assessment of employee development and helps organizations to develop more effective training programs. Companies can use online courses, workshops, skills training and career coaching to learn and improve their skills. For instance, schools can set up scientific research seminars to improve teachers' scientific research ability. In addition, a good talent management also needs to establish a comprehensive achievement management system. Through regular achievement evaluation and feedback, organizations can identify the strengths and development aspects of employees and develop personalized development plans accordingly.

Finally, in order to give employees the opportunity to continuously develop their professional skills, organizations should create a culture that stimulates innovation and personal growth. This includes inspiring employees to innovate, actively participating in the decision-making process. In short, to establish the employee

talent management framework from the perspective of employee professional skills development, the organization should comprehensively consider the skill evaluation, learning and development, achievement management and cultural construction. Establishing the talent management framework from the aspect of employee incentive plan is the key factor to enhance the organizational achievement. Develop and implement good incentive strategies, organizations can enhance job willingness, loyalty and promote their long-term development.

Making employee incentive plan is an important part of modern talent management which is thy key to improve employees job satisfaction, organizational achievement. A good employee incentive program can their motivation and drives their professional growth and personal development. According to Akerele (2023), it lays a foundation for human resource management to establish a framework for understanding motivation and organizational achievement relationship. The study indicates that employee incentives are closely linked to organizational achievement. Motivating employees can enhance their productivity and innovation, thus to the overall success of the organization. Employee incentive Programs have various strategies, such as establishing a reward system, providing career development opportunities and a good work environment, which can improve employee achievement and satisfaction.

Establishing a good talent management framework should take into account. According to Tunio et al. (2023), research shows that three aspects of employee competence, motivation and opportunity are important in HRM. The organization should give employees training and development opportunities to improve their abilities, develop employee incentive Programs to motivate their motivation, and create opportunities to develop their abilities. According to Damayanti (2023), The study shows that developing a well-implemented employee incentive plan requires continuous training, guidance and education. In addition, regular feedback and recognition are also an important mean to motivate employees. For instance, teachers can use training to increase expertise and stimulate work enthusiasm by rewarding and giving opportunities for promotion.

In today's organizations, employee collaboration can drive goals and innovation. A good talent management framework should promote employee collaboration and improve overall organizational achievement. This paper studies how to establish an effective talent management framework from the perspective of employee collaboration. Employee collaboration is an important guarantee for the success of an organization. Effective communication and collaboration between employees can drive knowledge sharing, stimulate innovation, and improve productivity. It is important for any organization to establish a talent management framework centered on employee collaboration. Strengthening team communication, understanding roles and responsibilities, and establishing effective incentives can enhance team efficiency, stimulate innovation, and finally achieve its strategic goals.

The development and reform of talent management are conducive to enterprises to better grasp opportunities and meet challenges. Companies need to enhance their employees professional skills through many incentives. At the same time, enterprises need to provide high-quality resources and salaries to attract high-tech talents to adept the enterprises requirement. Finally, excellent teamwork practice can enable employees learn and grow from each other, which reacts on the cultivation of professional skills. Thus is conducive to the enterprise cycle innovation and development. Therefore, talent management is of great significance. The three variables complement each other and influence each other.

University education talent management innovation and development talent mode promotes the innovation and reformation. University teachers development is becoming more and more professional. This paper studies the innovation and development mechanism of university teacher talent management facilitate innovative development thinking, teacher platform in education industry. The research of this paper makes clear the coordination and division of labor in the educational reform of universities, which helps to the strategic alliance and the importance to the collaborative management of individual and team talents, and thus lays the foundation and points out the direction, innovation and university teacher education development.

Talent management framework research on talent management innovation and development and human resource theory. In addition, looking for the effective methods and modes of talent management practice. In addition, improve the feasibility of decision, enhance the accuracy and effectiveness of decision. Secondly, improve employees' professional skills and business ability. Thirdly, improve the staff's work enthusiasm and initiative. In addition, improve employee achievement and output. In addition, enhance employee satisfaction and loyalty. Finally, improve teamwork ability, work effect and team quality.

Talent management framework is based on enterprise development and innovation strategic and goal, to optimize the human resources allocation, recruitment, use employees right, motivation and achievement appraisal, staff training and promotion opportunities, and so on, motivate employees' enthusiasm and initiative, maximum play employee potential to create enterprise value, in order to better benefit and sustainable development. This research is a new approach to developing talent through innovation and development, dissecting and researching the talent management framework from multiple perspectives: industry skills development, employee incentive programs, and employee collaboration.

The development of employees' professional skills is undoubtedly talent management framework in company. The talent management framework is important in identifying and cultivating employee potential aims to provide personalized opportunities for development and thus drive the continuous improvement of their professional skills. Thus, an excellent talent management framework can not only promote the development of employees' professional skills, but also provide a steady stream of talent support.

Employee incentive programs play an important role in improving employee collaboration and creativity. Employee incentive programs can strengthen employee responsibility and team spirit, thus creating a good collaboration atmosphere. Therefore, effective employee incentive programs can help to build positive employee collaboration relationships and create a more creative and efficient team environment for the organization.

A good teamwork environment is conducive to the development and application of employees' professional skills. According to Li et al. (2020), team composition affects team achievement and leader reputation regulating the impact of team diversity on team achievement. Research shows that diversity teams can pool a lot of ideas and skills to benefit innovation and development. At the same time, the effective management of leaders can enhance teamwork and thus optimize team diversity. For instance, the collection of top talents from different disciplines in research teams is conducive to interdisciplinary innovation and development, and enhanced collaboration and research output. An excellent teamwork environment can provide a valuable platform for employees to share knowledge and experience to learn. Through teamwork, employees can not only give full play to their individual advantages, but also promote the improvement and improvement of their professional skills through team complementary. Therefore, a positive impact on professional skills development of individual employees under a good collaboration environment, and improves total team level.

According to the data analysis combined with Figure 1, there were significant positive correlation professional skills development, incentive planning, and staff collaboration based on the talent management framework.

First of all, the development of professional skills is the core link of talent management. Employee skills improvement not only enhances employees' productivity and quality, but also increases their satisfaction and commitment to their jobs. When organizations invest in employee skill development, employees feel stronger organizational support, thus reducing the likelihood of turnover.

Secondly, the importance of incentive plan in employee management cannot be ignored, and it is the key to maintain employee work enthusiasm and loyalty. Effective incentive mechanism can effectively improve employees' work motivation, and then promote the improvement of productivity and innovation ability.

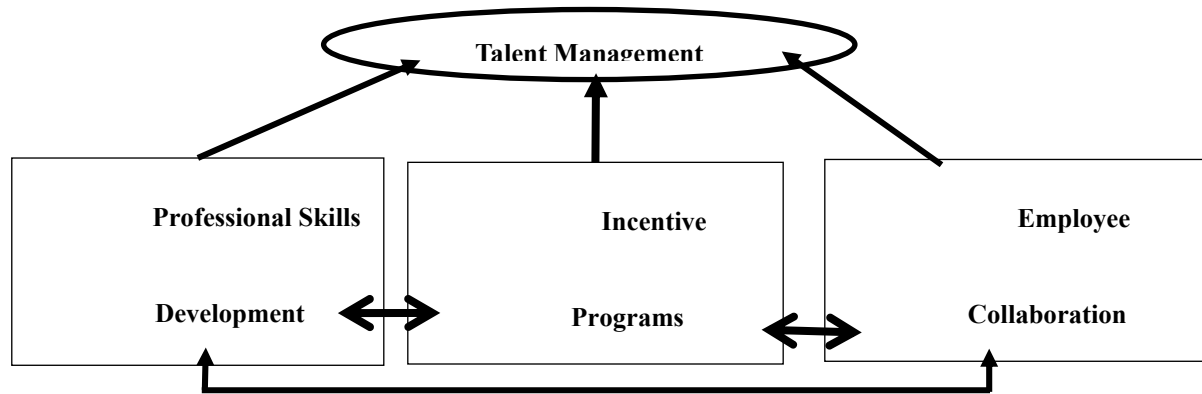


Figure 1. Talent Management Framework

Moreover, employee collaboration is the key to improving organizational efficiency and innovation ability. Employees work in an environment that encourage collaboration, they are likely to share knowledge, skills and experiences, thereby facilitating learning and innovation. Strengthening the collaboration between employees can enhance their sense of belonging and support to the organization, which is crucial to maintaining organizational stability and improving organizational efficiency.

Finally, a comprehensive talent management framework integrates all of the above elements to create a quality environment that both supports employees current work needs focuses on long-term career development. According to Gupta (2019), POS and the employees quit which is a negative relationship , where high levels of POS are related with a reduced quit the organization. Organizational support includes employee relationship benefits and recognition of their contributions. High levels of POS can enhance employee job satisfaction and loyalty. Therefore, enterprises need to improve their organizational support is to reduce the employee turnover rate and maintain a stable and efficient working environment. For instance, teacher activities have more treatment and reward support, leading to their relatively low turnover rate.

In conclusion, The development of employees' professional skills is conducive to stimulating their work confidence and promoting teamwork. The incentive plan is conducive to improving employee satisfaction and enthusiasm, and makes employees improve their professional level and be willing to cooperate. Team work helps active employees to improve their professional skills to complete collaborative tasks and motivate employees to better complete tasks. Improving the talent management framework requires three variables of innovation and development.

4. Conclusions and recommendations

Respondents moderately agreed employee skills, soft skills, leadership skills, and critical thinking skills were critical to employee professional skills development. Respondents moderately agreed that employee equity, employee satisfaction, and employee training and promotion opportunities were critical to employee incentive programs. Respondents moderately agreed that shared goals and values, flexibility, and teamwork practices were critical to staff collaboration. There is a significant active correlation between employees professional skills development, employee incentive plan and employee collaboration. Talent management framework has been developed. The HR Department may design and implement customized training programs, to encourage employees to keep learning continuously. The HR Department may provide a comprehensive health care and welfare programs for employees. The HR Department may organize team-building activities than will enhance the trust and communication among team members. The talent management framework may be recommended for utilization. Future researchers may conduct similar study using other variables like organizational culture, leadership style and corporate responsibility.

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