

NEXUS ENDOWMENT FUND POLICY IN EDUCATION SECTOR AND GRAND DESIGN POLICY OF INDONESIAN NATIONAL TALENT MANAGEMENT

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ABSTRACT

A deep understanding of the close relationship between the Endowment Fund Policy in Education and the Grand Design Policy of National Talent Management in Indonesia is analyzed in this article through the perspective of policy coherence. By applying the nexus approach, this study aims to understand how these two interconnected policies can synergize optimally to advance human resource (HR) development at the national level. Qualitative analysis of policy documents and related literature indicates the potential for significant relationships, where endowments can act as a stable long-term funding source for various talent development initiatives. However, to achieve maximum synergy, effective coordination and integration between various stakeholders and institutions are absolute prerequisites. This article will also highlight the various opportunities and challenges faced in efforts to realize policy coherence in order to achieve sustainable and globally competitive HR development.

INTRODUCTION

The quality of human resources is an essential foundation for the progress of a nation (Cong, 2025; Swanson, 2022; Van, 2023). Higher education and research activities play a crucial role in forming individuals who are not only competent and innovative, but also competitive in the global arena (Jafarov, 2024; Koloszár et al., 2024; Žalėnienė & Pereira, 2021). Indonesia, with its great ambition to become a developed and high-income country by 2045, known as the vision of Golden Indonesia 2045, places the development of superior, competent, and globally competitive human resources (Kholil et al., 2025; Pasaribu et al., 2024) as its main pillar.

The Indonesian government has implemented various policies to improve the quality of human resources. As a form of commitment to sustainable education development, the government has launched the Endowment Fund Policy in the Education Sector, which is legally regulated through Presidential Regulation (Perpres) No. 111 of 2021 (Presidential Decree Number 111 of 2021 Concerning Endowment Funds in the Education Sector, 2021). This policy aims to ensure the continuity of education programs for future generations through the management of endowment funds. In this context, the education endowment fund plays a vital role as a long-term, sustainable funding mechanism to support quality education and research programs.



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Putra et. all, Nexus Endowment Fund Policy in Education Sector and Grand Design Policy of Indonesian National Talent Management (2025)

The Education Fund Management Institute (LPDP) in Indonesia is a real example of the management of an education endowment fund that aims to provide opportunities for the nation's best individuals to pursue higher education, both domestically and abroad, as well as encourage strategic research that has an impact on national development. In line with efforts to develop human resources, the government has also established the Grand Design Policy for National Talent Management through Presidential Regulation (Perpres) No. 108 of 2024 (Peraturan Presiden Republik Indonesia Nomor 108 Tahun 2024 Tentang Desain Besar Manajemen Talenta Nasional, 2024). This policy is a strategic step to identify, develop, and manage superior talents in various sectors, including research, sports, and the arts.

National talent management is expected to be able to meet the need for high-quality human resources that drive innovation and the nation's economic growth. The goal is to ensure that Indonesia has the right human resources in the right positions to drive innovation, economic growth, and social progress. However, there are several problems, including: *First*, inequality in access to scholarships for the best talents. Candidates from urban centers tend to dominate scholarship provision, thus narrowing the opportunities for prospective scholarship recipients from the regions (Rachman, 2023). *Second*, lack of long-term monitoring and evaluation. There is no robust system to track and evaluate the long-term impact of talent management programs (especially scholarships) on the national development agenda (Wachid & Yunita, 2021). *Third*, limited opportunities for vocational and professional training. Talent management programs in Indonesia mostly emphasize formal (academic) education, and tend to provide limited space for vocational education/training (Putra et al., 2024), whereas vocational education plays an important role in national development (Rahman et al., 2021, 2023).

In fact, talent management policies have the same focus on improving the quality of human resources through education and potential development, so that policy nexus analysis becomes very important. Policy nexus refers to the relationship and interdependence between various policies in achieving interrelated goals (Kosow et al., 2022; Laumann et al., 2022; Parsa et al., 2021). The nexus approach emphasizes the interdependence and reciprocal relationships between sectors or policy domains. In this context, the education endowment fund can be a stable and sustainable source of funding for various talent development programs mandated by the national talent management policy. Conversely, talent management policies can identify strategic areas where endowment fund investments can have the greatest impact in producing superior talent.

Without a deep understanding of the nexus between the Endowment Fund Policy in the Education Sector and the Grand Design Policy of National Talent Management, potential synergies between the two can be missed, or there can even be incoherence that hinders the achievement of overall human resource development goals. This study aims to analyze the level of coherence between the Endowment Fund Policy in the Education Sector and the Grand Design Policy of National Talent Management in Indonesia using the CrossGov Policy Evaluation Framework. This framework was chosen because it provides a comprehensive structure for evaluating various dimensions of policy coherence. The results of this study are expected to provide valuable insights for policy makers, academics, and practitioners in optimizing the implementation of both policies in order to achieve more effective national human resource development goals.



METHOD

This study uses a qualitative approach with a policy analysis method to explore the nexus and level of coherence between the Endowment Fund Policy in the Education Sector and the Grand Design Policy of National Talent Management. The CrossGov Policy Evaluation Framework is used as the main analytical framework to guide the coherence evaluation process. The CrossGov Policy Evaluation Framework is a framework developed by the CrossGov project to evaluate policy coherence, particularly in the context of the European Green Deal. The framework identifies eight coherence attributes relevant to analyzing policy design and implementation: 1) Objectives; 2) Framework and Mainstreaming; 3) Instruments; 4) Stakeholders; 5) Institutions; 6) Steering Mechanisms; 7) Spatial and Temporal Scale; and 8) Science and Knowledge (Maria Platjouw et al., 2023).

The framework helps in understanding how different aspects of a policy can affect the overall level of coherence. The analytical framework used in this study is the policy nexus approach through a coherence lens. Meanwhile, the data for this study are sourced from primary policy documents, namely the full text of Presidential Regulation No. 111 of 2021 concerning Endowment Funds in the Education Sector and Presidential Regulation No. 108 of 2024 concerning the Grand Design of National Talent Management. In addition, secondary literature in the form of scientific journal articles, government reports, and other relevant publications regarding education policy, talent management, and policy coherence are also analyzed to support the interpretation and discussion of the findings.

On the other hand, the data analysis techniques used include: 1) Reading and in-depth understanding of the contents of both policy documents to identify objectives, instruments, stakeholders, and other key elements; 2) Mapping these policy elements into the eight coherence attributes contained in the CrossGov Policy Evaluation Framework; 3) Qualitative assessment of the level of coherence in each attribute based on comparison and analysis of the relationship between elements of both policies; 4) Synthesis of findings from each attribute to produce an overall assessment of the potential coherence of the policy nexus. This analysis process is guided by the principles of policy coherence, which include alignment of goals, consistency of instruments, and mutual support in implementation.

RESULTS AND DISCUSSION

Coherence Based on Attributes CrossGov Policy Evaluation Framework

Objectives: The analysis shows that there is alignment of objectives between the Endowment Fund Policy in the Education Sector which focuses on the sustainability of quality education and the National Talent Management Grand Design Policy which aims to produce superior talent. The endowment fund can provide long-term financial resources for education programs that support talent development in various fields that are the focus of the talent management policy. The National Talent Management Policy explicitly aims to develop superior human resources in various fields.

Framing and Mainstreaming: Both policies have a strong national human resource development framework and are in line with the vision of Indonesia Emas 2045. Both emphasize the importance of investing in human resources as the key to national progress.

Instruments: The main instrument of the Endowment Fund Policy is the endowment fund managed by LPDP. This instrument has strong potential to support various talent development programs in the National Talent Management Grand Design



Policy, such as scholarships for higher education and special training in priority talent areas. Research programs funded by the endowment fund can also be directed to support the development of science and technology that is relevant to the needs of national talent.

Stakeholders: There is significant stakeholder overlap between the two policies. The Ministry of Education and Culture/Research and Technology and LPDP play a key role in both policies. This opens up opportunities for more effective coordination and collaboration in implementation. Coordination between LPDP and other ministries/institutions involved in talent development (e.g., Ministry of Research and Technology/BRIN, Ministry of Youth and Sports) is essential to ensure synergy and avoid duplication of efforts.

Institutions: LPDP is a key institution in managing the Education Endowment Fund. The National Talent Management Policy mandates the establishment of a cross-ministerial/institutional coordination team. The effectiveness of coordination between LPDP and this team will largely determine the level of coherence in practice.

Steering Mechanisms: Both policies are governed by Presidential Regulations, indicating a strong political commitment. Further alignment in implementing regulations and implementation guidelines could strengthen coherence.

Spatial and Temporal Scales: Both policies are national in scale and long-term in orientation, reflecting a commitment to sustainable human resource development for Indonesia's future.

Science and Knowledge: Both policies should be based on current data and research on national education needs and talent development. Utilizing research results funded by the endowment fund can support the development of more targeted talent management policies.

Level of Potential Coherence and Potential Synergy and Conflict

Based on the analysis of the eight attributes of the CrossGov Policy Evaluation Framework, it can be concluded that there is a strong potential for coherence between the Endowment Fund Policy in the Education Sector and the Grand Design Policy of National Talent Management in Indonesia. The main potential for synergy lies in the use of endowments to support talent development programs mandated in the talent management policy. For example, endowments can be used to provide scholarships to talented individuals to continue their education in strategic fields, or to fund research that can support innovation and talent development in various sectors. Although the potential for conflict appears minimal, it is important to ensure that there is no duplication or inefficiency in resource allocation and program implementation.

The findings of this study indicate that the national policy framework in Indonesia has good potential to create synergy between long-term investment in education and talent development. Alignment of goals and the existence of stakeholder intersections are important capital. However, the realization of this potential coherence is highly dependent on the effectiveness of coordination mechanisms between institutions, especially between LPDP and the National Talent Management coordination team. This study is in line with the view that policy coherence is a key factor in achieving complex development goals (OECD, 2018).

The nexus approach highlights how endowments not only provide financial resources but can also influence the direction of national talent development. By directing funding to education and research programs that are relevant to future talent needs, endowment policies can proactively support the achievement of national talent



management policy goals. Conversely, the National Talent Management Policy can provide a roadmap for priority talent areas that require long-term funding support from endowments.

While the potential for synergy is great, several challenges need to be considered. One is ensuring that the coordination mechanism between LPDP and various stakeholders in national talent management is effective. Differences in priorities and operational mechanisms between institutions can be obstacles to achieving optimal coherence. In addition, there is a need for a comprehensive evaluation mechanism to measure the combined impact of both policies on the development of superior human resources in Indonesia.

Strategic Issues of Implementing the National Education Endowment Fund and Talent Management Nexus

Although the education endowment fund through LPDP has great potential to support national talent management, the implementation of the nexus between the two currently still faces several strategic problems that need to be overcome so that this synergy can run more effectively and provide optimal impacts for national development:

1. **Lack of Detailed Synchronization between LPDP Programs and Specific Needs of DBMTN:** Although the Grand Design of National Talent Management (DBMTN) has been launched as a comprehensive framework, the implementation of LPDP programs, especially those that are targeted, has not been fully synchronized in detail with the talent needs prioritized in DBMTN in various sectors. This has the potential to cause LPDP graduates not to be fully absorbed or contribute optimally to the strategic areas that have been identified in DBMTN. There needs to be a stronger mechanism to ensure that the allocation of LPDP scholarships and research funding is truly in line with a more specific long-term national talent needs map.
2. **Challenges in Measuring the Long-Term Impact of LPDP Alumni on National Development:** LPDP has graduated thousands of scholarship recipients, but measuring the long-term impact of their contributions to national development in a structured and comprehensive manner is still a challenge. Existing evaluations tend to focus on the level of employment or scientific publications, but have not in-depth measured their contributions in innovation, leadership, or strategic problem solving in various sectors. Without strong metrics and evaluation mechanisms, it is difficult to ensure that large investments in education endowments actually produce talents capable of driving national progress as expected.
3. **Limited Involvement of the Industrial Sector and Projection of Future Skills Needs:** The involvement of the industrial/private sector in formulating future skills needs and directing LPDP programs is still limited. The need for talent in the era of rapid technological and economic disruption is crucial. The lack of strategic partnerships with industry can cause a gap between the competencies of LPDP graduates and the real needs of the future job market.
4. **Potential for Unequal Access and Regional Disparities in the LPDP Program:** Although LPDP has an affirmative program, challenges in ensuring equal access to information and opportunities to obtain LPDP scholarships for potential talents from all over Indonesia, especially disadvantaged, outermost, and remote areas (3T), still exist. Regional disparities in the quality of education can also be an inhibiting factor. A more proactive and inclusive strategy is needed to reach and develop talents from all corners of the country so that national potential can be maximized.



5. Incentive Mechanisms That Are Not Optimal for Contribution to National Strategic Sectors: Although there is an obligation for LPDP scholarship recipients to return and contribute to Indonesia, a stronger and more targeted incentive mechanism may be needed to ensure that these graduates are truly motivated and have the opportunity to pursue careers and contribute to strategic sectors that are national priorities. Without attractive incentives and clear career opportunities in key sectors, the potential for brain drain or the absorption of talent in less strategic sectors is still a risk. The brain drain phenomenon, namely the movement of Indonesia's best talents abroad, can occur due to various factors, including more attractive career opportunities, better remuneration, more complete research facilities, or a more conducive working environment in other countries.

Benefits of Synergy between National Education Endowment Fund and Talent Management

The strong synergy between the education endowment fund, which is clearly manifested through LPDP programs, and national talent management has the potential to produce significant and manifold benefits for Indonesia's progress. When these two systems work harmoniously and integratedly, the positive impact will be felt in various aspects of national development, such as:

1. Significant Improvement of Talent Quality: Investment in the education endowment fund through LPDP scholarships directly contributes to improving the quality of national talent. Scholarship recipients have the opportunity to pursue higher education at the best institutions, both domestically and abroad, thereby gaining knowledge, skills, and competencies that are relevant to global demands. These graduates will become superior human resources who are ready to drive innovation and progress in various sectors.
2. Strengthening National Research and Innovation Capacity: The education endowment fund not only supports formal education but also encourages strategic and innovative research through LPDP's research funding program. Quality research will produce new discoveries, technology development, and solutions to various national problems. This directly strengthens national research and innovation capacity, which in turn will increase Indonesia's competitiveness at the international level. The research talents produced will also be important assets in the national innovation ecosystem.
3. Development of Future Leadership with Integrity: One of the main objectives of the LPDP scholarship program is to produce future leaders who are not only intelligent and competent but also have integrity and a vision to advance Indonesia. Through quality education and exposure to various global perspectives, scholarship recipients are expected to develop strong leadership skills and be able to bring positive change to the nation and state.
4. Equalization of Educational Opportunities and Talent Development: The education endowment fund, especially through LPDP affirmative programs, plays an important role in providing wider opportunities for potential talents from various socio-economic and geographical backgrounds. This helps reduce the gap in access to quality education and ensures that the potential of the nation's children from all corners of the country can be optimally developed. Thus, this synergy supports the principle of equality and inclusion in the development of national talent.
5. Optimal Contribution to National Development in Various Sectors: The talents produced through the support of the education endowment fund, both through



scholarship programs and research, are expected to return and contribute actively to various development sectors in Indonesia. With the quality of education and competencies they possess, they will become agents of change who are able to drive innovation, increase productivity, and advance various fields such as economics, technology, health, education, and government. This synergy ensures that investment in education and talent development provides real and measurable contributions to the progress of the nation as a whole.

Thus, the synergy between the education endowment fund managed by LPDP and the national talent management initiative creates a mutually reinforcing positive cycle. The education endowment fund provides resources to develop superior talents, which will then become the driving force of national development and contribute to strengthening the talent ecosystem in the future. This synergy is a solid foundation for Indonesia to achieve its vision of a nation that is advanced, independent, and globally competitive.

CONCLUSION

Analysis using the CrossGov Policy Evaluation Framework shows the potential for strong coherence between the Endowment Fund Policy in the Education Sector and the Grand Design Policy for National Talent Management in Indonesia. Both policies have mutually supportive objectives in order to build superior human resources for the future of the nation. There is a significant potential for interrelationships where the endowment fund can be a strong supporting instrument to achieve the goal of developing national talent. The nexus approach helps us understand that the success of developing superior human resources requires integration and coherence between various related policies. This finding implies that the government needs to continue to strengthen the coordination and collaboration mechanisms between institutions involved in the implementation of these two policies. Ensuring that the allocation of funds from the endowment fund strategically supports priority programs in national talent management will be the key to success.

Based on these findings, the study recommends several steps to strengthen this policy nexus:

1. **Improved Coordination:** Improve formal communication and coordination between LPDP and the National Talent Management coordination team through regular meetings and the establishment of joint working groups. A national-level coordination forum involving LPDP, the Ministry of Education, Culture, Research and Technology, the Ministry of National Development Planning/Bappenas, the Ministry of Manpower, the National Research and Innovation Agency (BRIN), and representatives from the industry and private sectors needs to be established. This forum aims to align the national talent management strategy with LPDP's education and research funding programs. Collaboration between universities and industry is essential to identify and develop student potential to match job market needs.
2. **Program Alignment:** Develop scholarship or research funding programs that specifically target identified priority areas of national talent. Encourage the development of education and research programs that are explicitly designed to support talent development in national priority areas and funded by endowment funds. LPDP needs to proactively identify national priority areas that require intensive talent development, such as digital transformation, renewable energy, health, and



agriculture. Scholarship and research programs can be more focused on these areas to produce talents that are truly needed by the nation.

3. **Development of a Comprehensive and Long-Term Monitoring and Evaluation System:** Conduct periodic joint evaluations of the effectiveness of the synergy between the two policies in achieving national human resource development performance indicators. Develop performance indicators that can measure the synergistic impact of the two policies on the development of superior human resources. LPDP needs to develop a monitoring and evaluation system that not only measures output (number of graduates, publications) but also the outcomes and long-term impact of its programs on national development. A study on the impact of the scholarship program highlights the importance of measuring the long-term contribution of scholarship recipients to the employment sector and national development. The results of this evaluation should be used as a basis for continuous improvement and refinement of the LPDP program.
4. **Information and Data Exchange Mechanism:** Ensure that there is an effective information and data exchange mechanism between the endowment fund management institution and the talent management coordination team.
5. **Improving the Quality of Education and Curriculum Relevance:** The government, through the Ministry of Education, Culture, Research and Technology and other related Ministries, needs to continue to strive to improve the quality of education at all levels, including higher education. The curriculum in higher education needs to be aligned with the needs of industry and the latest technological developments so that LPDP graduates have relevant competencies and are ready to work. Analysis by a journal (2024) found significant variations in the alignment of the curriculum in Indonesian higher education with industry needs, emphasizing the need for stakeholder involvement in shaping the curriculum.
6. **Strategy for Creating Relevant and Attractive Career Opportunities Domestically:** The government and the private sector need to collaborate in creating more attractive and challenging career opportunities for LPDP graduates in Indonesia, especially in strategic sectors that are national priorities. This can be done through incentive policies for companies that recruit and develop LPDP graduate talents, as well as through the development of a conducive innovation and entrepreneurship ecosystem. Macroeconomic factors, such as Gross Regional Domestic Product (GRDP) and investment, have been shown to influence labor absorption (Tri, 2024). Policies that support economic growth and investment in strategic sectors can create more opportunities for LPDP graduate talents.
7. **Implementation of an Effective National Talent Retention Policy:** In addition to the obligation to return to Indonesia, it is necessary to consider implementing a more comprehensive talent retention policy. This could include providing financial or non-financial incentives for LPDP graduates who are willing to contribute in strategic sectors for a certain period of time, as well as creating a conducive work environment and providing attractive career development opportunities. A study on brain drain restructuring (PMC, 2013) shows the importance of appropriate incentives to retain skilled workers in the country of origin.
8. **Strengthening LPDP Accountability and Transparency from Potential Political Intervention:** To maintain the integrity and effectiveness of LPDP, there needs to be a strong mechanism to protect this institution from potential practical political intervention. The selection process for scholarship and research grant recipients must be carried out transparently and based on meritocracy. The governance of the



institution needs to be strengthened by involving independent parties who have competence in their fields.

9. The Importance of Foresight Study on National Talent and Technology: There is a great urgency for the Indonesian Government to proactively conduct a comprehensive foresight study on national talent and technology. Foresight study is a systematic process to explore and anticipate potential future developments, including emerging technology trends, changing skill needs, and the global competitive landscape. This will help direct the education and training system to prepare talents that are relevant to the needs of the times, prevent talent gaps, identify and develop talents in emerging technology fields, guide investment in research and development, and increase national competitiveness.

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