



## HR Performance Improvement Based on Talent Management, Servant Leadership and Organizational Commitment

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**Abstract.** *The purpose of this study is to analyze the improvement of work based on talent management, servant leadership through organizational commitment. The type of research used is qualitative research. Research shows that talent management has a positive impact on leadership engagement that serves has a positive impact on organizational commitment, HR performance improvement based on talent management and servant leadership has a positive impact on organizational commitment, effective talent management, servant leadership has a positive impact on HR results. Talent management and servant leadership have a positive effect on staff performance and organizational commitment positive impact on HR performance. Organizational commitment cannot be transferred the influence of organizational culture on the performance of personal activities. The effect of this research can be said to have theoretical and practical implications, there are efforts to improve the quality of HR performance maintaining and developing various organizational fronts with company needs.*

**Keywords:** *Job Improvement, Talent Management, Servant Leadership and Organizational Commitment.*

**Abstrak.** Tujuan dari penelitian ini adalah untuk menganalisis peningkatan kerja berbasis manajemen bakat, servant leadership melalui komitmen organisasi. Adapun jenis penelitian yang digunakan adalah penelitian kualitatif. Penelitian menunjukkan bahwa manajemen bakat memiliki dampak positif pada keterlibatan kepemimpinan yang melayani berdampak positif pada komitmen organisasi, peningkatan kinerja SDM berbasis manajemen bakat dan servant leadership berpengaruh positif terhadap komitmen organisasi, talent management efektif, kepemimpinan yang melayani memiliki dampak positif pada hasil SDM. Manajemen bakat dan servant leadership berpengaruh positif terhadap kinerja staf dan komitmen organisasi dampak positif terhadap kinerja SDM. Komitmen organisasi tidak dapat dialihkan pengaruh budaya organisasi terhadap kinerja aktivitas pribadi. Efek dari penelitian ini dapat dikatakan implikasi teoritis dan praktis, terdapat upaya peningkatan kualitas kinerja SDM memelihara dan mengembangkan berbagai front organisasidengan kebutuhan perusahaan.

**Kata Kunci:** Keseimbangan Kehidupan Kerja, Kelelahan Kerja, dan Kepuasan Kerja.

### INTRODUCTION

Talent management is a set of activities related to the selection, development, and retention of strategically important people. Talent management is a people management process associated with three processes. First: Develop and empower new employees during

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the onboarding process. Second, retain and develop existing employees in the company. Third, in today's modern organizations, due to the advent of the modern economy and increasingly strategic business needs, it is considered very important to attract as many people with skills, dedication, and character to talent management companies as possible.

Kusumowardani and Suharnomo (2016) on organizational commitment related to the status and goals of individuals as part of the organization and the desire to maintain their membership in the organization. A strong bond between employees and the company also determines the character and behavior of these employees within the company. Organizational commitment motivates employees to keep their jobs and achieve the expected results. Employees who have a high commitment to the company usually show good quality work, and are more holistic.

This is reinforced by the findings of Sutrisno et al. (2017), Pio et al. (2015) and Saryanto and Amboningtyas (2016) who found that organizational commitment improves employee performance. Talent management is a planned and structured business approach to recruiting, retaining, by developing talented people in organizations. According to Gelens et al. (2014), employees who lack valuable and unique skills find it difficult to contribute to the organization.

So that better talent management increases organizational commitment (Kontoghiorges, 2015). Therefore, the challenge for companies today is to win the talent war, a victory that is expected to have an impact on the ability to conquer the market (Octavia & Susilo, 2018). That is, competency management if managed properly can bring benefits such as: B. Reliable human resources in sufficient numbers to carry out the main tasks of the company to ensure the continuity of the company's business (Kusumowardani & Suharnomo, 2016).

## **LITERATURE REVIEW**

### **HR Performance**

HR performance is a result of the work of employees who are oriented to company goals, so every activity must be evaluated in order to find out the extent of a work result to be achieved (Saryanto & Amboningtyas, 2016). Sapitri (2016) states that individual performance evaluation is very beneficial for the growth of the entire company. Employee evaluation is able to determine the actual condition of employee performance. There are seven dimensions of employee performance appraisal that are quantitatively interesting to be researched (Quantity of Work), quality (Quality of Work), work knowledge (Job knowledge), cooperation

(Cooperation), reliable (Dependability), initiative (intiative), attitude (Personal qualities), HR performance is the achievement of company employees who are goal-oriented, guided by the natural capabilities that exist from the human resources department, so that HR performance can be measured by the following indicators: quantity, quality of work, measurement of timeliness.

### **Talent Management**

According to Kontoghiorges (2015) Talent Management is a series carried out by the Company identifying, developing and retaining talented people so that the right people are placed in the right jobs at the right time based on the company's strategic goals and business priorities, as well as optimizing the performance of talented people to create business excellence. and realizing the company's vision. The talent management process usually starts from the recruitment process, employee placement, performance evaluation, training and career development until the employee retires from the company. Gelen et al. (2014) see that talent management is very different and therefore in practice it is very different in each company.

Based on this description, it can be concluded that talent management is the management of employees according to their talents or abilities, starting from the recruitment process, through employee placement, performance appraisal, training and career development, until the employee leaves the company. This is intended to increase the company's competitive advantage. Nugrahani and Wulansari (2018) explained the existence of talent management indicators, namely work experience, potential, initiative, cooperation, behavior, character quality, personality, enthusiasm for learning, and leadership that serves.

### **Servant Leadership**

According to Geenleaf, Putri et al. (2018) stated that servant leadership is leadership that uses genuine inner feelings to be the first to serve, and choices come from the heart, awakening the desire to be a servant leader. Servant leadership involves a different concept, the previous leadership concept, with a more human concept and can be realistically applied to develop the current organization.

### **Organizational Commitment**

According to Saryanto & Amboningtyas, 2016 organizational commitment is an attitude of employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and this leads to success and welfare. Organizational commitment is the sense of loyalty employees have to the organization, as expressed in their generosity, trust, and acceptance of the organization's goals and values. Sarton et al. (2018) stated that some indicators of organizational commitment are a strong

desire to become a member, desire to work, acceptance of organizational values, and acceptance of organizational goals.

## **METHODS**

In writing scientific articles must be arranged logically and systematically. This research method uses a systematic literature review method. The data used is secondary data. If the author collects information related to the topic, the information is searched through a Google Scholar search using the given variable keywords. The collected articles are carefully read and examined to determine if they meet the researcher's criteria for using the literature in writing a systematic literature review. Search is limited to 2013–2023 and is available in full-text PDF format. The sources mentioned in this article can be used as a basis in accordance with the objectives of descriptive qualitative research, so researchers try to provide an explanation of improving HR performance based on talent management, servant leadership and organizational commitment.

## **RESULTS AND DISCUSSION**

Based on the results of research that has been done, it can examine the improvement of work based on talent management, servant leadership through organizational commitment. Talent management can produce skilled and productive employees to work with high quality because the organization places the employee according to their career experience, potential, character and placement into a position where he feels he or she can collaborate with other employees. As employees are placed according to their career experience so that they can perform well because they are familiar and experienced with the work platform of the position, so employees can complete tasks on time and with high quality. Especially if employees are sorted according to their potential, so employees have no difficulty in completing the tasks assigned to provide so that the amount of work produced according to regulatory targets. When an employee is placed in a position naturally, the employee is more enthusiastic about demonstrating his ability and cooperative with other colleagues. So that every task given can be completed on time.

The results of this study are supported by Nisa and Astut (2016) and Diniati et al (2018) argue that talent management has a positive and significant effect on HR Performance and servant leadership that serves, protects, gives affection for employees, trust in employees to produce encouraging employees to work qualitatively and quantitatively. Employees know

better rewarded with humble leadership, not male arbitrariness and leaders willing to listen to employee opinions. If the administrator wants to listen to opinions, employees or employees feel valued so that employees are more motivated to work and produce a lot of work. If drivers can give a clear picture of the future of the company and employees do so more motivated in working because they feel their well-being is assured for that quality of work to improve. In addition, if managers respect and recognize employees, the contribution of employees to the organization contributes to this trust, which has an effect on improving employee performance. A study by Putri et al (2018) and Apriliansyah et al (2018) which states that servant leadership has a positive and significant effect on employee performance or HR performance.

If the employee is positioned according to his career experience, he will get him to work comfortably so that the employee has a strong desire to work and participate in the organization. In addition, when the employee dies investing accordingly, the employee feels that his current work has been completed, suitable for increasing the employee's desire to remain a member of the company. When workers are positioned along according to character, then employees want to show more of their talents and are able to do so to gain the values that the organization has and that contribute to the realization of its goals, the results of this study supporting the research of Kus and Suharnomo (2016) and Kontoghiorges (2015), argue that talent management has a positive impact on organizational commitment.

The leadership level of a waiter can be developed through the talent and attention of the employee and serve the employee with compassion and provide a clear picture of the company's vision and also involve the employee listening to their stated opinion making the employee feel needed and more committed to moving the company forward. If managers want to hear from employees, employees will feel valued so employees will want to participate in the company. The value of this research comes from Pio et al. according to a study by (2019) and Kamanjaya et al. (2017) that servant leadership has a positive and important impact from the standpoint of organizational commitment.

In this study, organizational commitment can motivate employees to produce optimal performance. The greater the desire of employees to join the organization so as to make employees achieve maximum performance organizational goals. The greater the commitment of employees, the greater the commitment to improve employee performance and improve the quality of employee work. The results of this study are consistent with Pio et al. (2015) and the study of Saryanto and Amboningtyas (2016) which state organizational commitment to influence positively and is important for organizational commitment.

## **CONCLUSION AND SUGGESTION**

Talent management is proven to be able to encourage employees to produce optimal performance. This means that good talent management can improve the performance produced by employees. Talent management indicators are placement according to career experience, according to potential, able to work together, according to character quality, learner spirit can improve the quality and quantity produced by employees and employees can also complete tasks on time. Good talent management can increase employee commitment to the organization. Indicators of talent management are determination according to career experience, according to potential, able to work together, according to character qualities, learner spirit can increase employee desire to remain a member of the organization, increase employee desire to work hard, able to accept values in the organization and encourage employees to participate in realizing the goals of the organization.

Servant Leadership is proven to be able to encourage employees to produce optimal performance. This means that good servant leadership can improve the performance produced by employees. Servant Leadership indicators, namely Love, Empowerment, Vision, Humility, Trust can improve the quality and quantity produced by employees and employees can also complete tasks on time. Good servant leadership can increase employee commitment to the organization. The higher the organizational commitment, the more performance produced by employees. Indicators of organizational commitment are strong desire as a member, strong desire to work, acceptance of organizational values, acceptance of organizational goals can improve the quality and quantity produced by employees and employees can also complete tasks on time.

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