

Performance Improvement Based on Talent Management, Servant Leadership, Organizational Culture and Organizational Commitment to HR Performance At Suzuya Rantauprapat Mall

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Abstract

The purpose of this research is to analyze the effect of talent management, servant leadership, organizational culture on HR performance through organizational commitment. This research method is quantitative research, the population is all employees at the Suzuya Rantauprapat Mall. The sampling technique with purposive random sampling is a sampling technique that uses special criteria or considerations. The sample is 114 respondents. The research instrument was a questionnaire. Data analysis used multiple linear regression. The results of the study show that talent management has a positive and significant effect on HR Performance, Servant leadership has a positive and significant effect on HR Performance, Organizational Culture has a positive and significant effect on HR Performance, Organizational commitment has a positive and significant effect on HR performance. The implications of this research can be put forward theoretically and practically, there are efforts in order to improve the quality of HR performance to maintain and develop the organization in dealing with various company demands. With training using talent management principles for learning to increase talent. while the practical implication is that the results of this study are used as input for company owners to further improve the face of the company by replacing employees with quality ones. With training using the principles of talent management for learning to increase talent. while the practical implication is that the results of this study are used as input for company owners to further improve the face of the company by replacing employees with quality ones. With training using the principles of talent management for learning to increase talent. while the practical implication is that the results of this study are used as input for company owners to further improve the face of the company by replacing employees with quality ones.

Keywords: Talent Management, Servant Leadership, Organizational Culture, Organizational Commitment, Employee Performance.

1. Introduction

Employee performance is a result of work in quality and quantity that is achieved by an employee in carrying out his duties in accordance with the responsibilities given to him and a person's performance is a combination of abilities, effort, and opportunities that can be assessed from the results of his work (kurniawati et al., 2016).

(NR Putri & Ratnasari, 2019) employee performance is the work of employees in the form of quantitative and qualitative in a certain period. Every effort in achieving company goals cannot be separated from the role of human resources. Human resources are considered important because they can affect the efficiency and effectiveness of the organization, and are the main expenditure of the organization in carrying out its activities (Simamora, 2004).

Humans always play an active role in every organizational activity, namely as planners, actors and determinants of the realization of organizational goals, so that humans are company assets that must be maintained, increased efficiency and productivity (Hasibuan, 2002).

On the other hand, there is a decrease in the level of effectiveness of employee performance, lack of innovation, and brilliant ideas from HR which make the company's image decline and lose competitiveness with other companies. Of course, qualified HR talent can also be a complement to other functional strategies, so that it can make the company much more confident in facing business competition and tends to get a 20% profit increase. Therefore, the company's

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current challenge is to win the talent war, which is expected to affect the ability to win the market (Octavia & Susilo, 2018).

2. Literature Review

Employee performance is influenced by several things, including talent management. Talent management According to (Mukrodi & Reza, 2018), is the process of identifying, developing, recruiting, retaining, and deploying talented people. Talent management is concerned with finding the right people with the right skills for the right positions. The greater the company's awareness of these talents, the more enthusiastic they will be in competing to get highly talented employees, either by seeking from outside or through training and regeneration.

Talent Management is the management of employees according to their talents or aptitudes, which starts from the recruitment process, employee placement, performance appraisal, training and career development until employees leave the company which is expected to increase the company's competitive advantage (Nugrahani & Wulansari, 2018) states several indicators of Talent Management, namely career experience, potential, initiative, cooperation, behavior, quality of character, personal, learner spirit, servant leadership

According to Greenleaf in Putri et al, (2018) stated Servant Leadership is a leadership that uses a sincere feeling from the heart to be the first person to serve and the choice comes from within his heart which then arises the desire to become a servant leader. Servant Leadership (Servant Leadership) comes with a quite different concept with previous leadership concepts, namely concepts that are more humane and more realistic to apply in today's organizational development.

A strong culture will show that its members have a high sense of identity with organizational goals. Unifying goals will form attachment, loyalty and commitment to work, which will reduce the desire to leave or leave the company (Robins, 2002). The role of culture in shaping employee behavior is very important today. The common sense of work culture ensures that all employees pursue the same goals in the company. Work culture can increase employee involvement in work and consistency of employee behavior (Zu et al., 2006).

(Son, 2016) stating organizational commitment is a situation where an employee sided with a particular organization and its goals and desires to maintain membership in the organization. The growth of organizational commitment can be seen from the extent to which employees are involved in a job, the higher the involvement or delegation of authority given, the higher the tendency for commitment and the higher the performance it produces Sartono et al., (2018) states several indicators of organizational commitment are a strong desire as a member, the desire to try hard at work, acceptance of organizational values, acceptance of organizational goals.

With the principles of talent management, servant leadership, organizational culture, and organizational commitment that continues to grow, new regulations have been created in the corporate environment in selecting employees to have talent standards so that companies can optimize the performance of their employees.

Talent management is about more than recruiting, succession planning, training and placing people in the right job at the right time. Talent management is an important strategy. Talent management is a series of activities carried out by companies to find the right employees and place them in the right places through the process of identification, development, defense and placement in appropriate positions Damarasri & Ahman, (2020) found results that there is an influence between talent management on organizational commitment Kaleem, (2019) conducted research on the effect of talent management on employee performance and found results that there is an influence between talent management on employee performance.

According to Suprpti et al., (2020) Leadership style determines the company's response to its environment. Leadership style shows a different environmental care attitude. Servant Leadership is a timeless concept, the phrase "Servant Leadership" was coined by Robert K. Greenleaf in *The Servant as Leader*, an essay first published in 1970. (Greenleaf, 2002). Servant leaders strive to help people acquire and realize potential followers through teaching and coaching leaders to do their best (Hoch et al., 2018). Leaders listen to the opinions of followers, praise, support, and direct followers or subordinates when followers deviate from organizational goals. Leaders find out what followers need in the organization to be successful (Lee et al., 2020). With servant leadership that serves, protects, and gives affection to their subordinates, it will foster high work productivity for subordinates. A subordinate will feel more appreciated with a humble leader, not arbitrary as a leader. This feeling will foster a separate awareness for subordinates to be able to carry out what the leader wants without having to be ordered directly by the leader. This atmosphere will create comfort and peace in the organization which has a positive impact on HR performance

(Satriowati et al., 2016). This statement is in line with the findings Aprilliansyah et al., (2018) which states that Servant Leadership has a positive and significant effect on performance.

Organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether they like the culture or not. That is, culture is a descriptive term. Organizational culture is a shared perception shared by all members of the organization (Arianty, 2015). Luthans & Youssef, (2007) states that, organizational culture is the norms and values that direct the behavior of members of the organization. Each member will behave according to the prevailing culture in order to be accepted by their environment. Djaha & SE, (2022) states, organizational culture is the subject of solving external and internal problems whose implementation is carried out consistently by a group which then bequeaths to new members as the right way to understand, think and feel about related problems. Meanwhile according to (Sutrisno, 2010) Organizational culture is a system of values, or norms, assumptions, or norms that have long been in force, agreed upon and followed by members of an organization as a guideline for behavior and solutions. organizational problems. Organizational culture covers broader and deeper aspects and instead becomes a basis for creating an ideal organizational climate.

Lincoln, (1989) argues that, "organizational commitment has three indicators: employee willingness, employee loyalty, and employee pride in the organization". -organizational values, (2) There is a person's desire to make serious efforts for the sake of the organization, (3) There is a strong desire to maintain membership in an organization (Greenberg, 2001). Basically, companies need not only capable and skilled employees. Companies really need employees who can work harder and have the desire to achieve optimal results in accordance with company goals. The company's support for the capabilities possessed by employees is important considering that the company's environment, both internal and external, will always experience continuous changes. There are many things that support human resources to have good quality and performance, one of which is the commitment of the employees concerned to the company. where it is. Organizational commitment is an emotional bond between employees and the organization that arises because of trust, the will to achieve a goal and the desire to maintain membership as part of the organization and that is what makes employees stay in an organization both in favorable and unfavorable conditions. The strong commitment of employees to the company also determines the nature and behavior of these employees while in the company. Organizational commitment encourages employees to keep their jobs and show the results they should. Employees who have a high commitment to the company tend to show good quality, more totality in work and a low turnover rate for the company. Organizational commitment encourages employees to keep their jobs and show the results they should. Employees who have a high commitment to the company tend to show good quality, more totality in work and a low turnover rate for the company.

3. Methods

The type of research used is quantitative. The analysis in this study uses data analysis methods using the IBM SPSS Statistics 23 software.

The data collection technique used in this study is to use the type of ordinal scale data measurement, namely ordinal data measurements will show data according to a certain order. Seeing the conditions that occurred in the field when conducting research, a total of 114 respondents filled out the questionnaires on the Google form, so the researchers only managed the data obtained. This data collection was carried out in the form of an online questionnaire that was sent via Google Form to each respondent. through a questionnaire or questionnaire where the questionnaire used is a closed questionnaire, namely a questionnaire that has provided answers. The questionnaire was made in the multiple choice category using the Likert scale technique, in which each question was divided into a measuring scale Each closed statement item is given five answer options, namely: strongly agree (SS) score 5, agree (S) score 4, disagree (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1.

The sampling technique used was random sampling which based on the drawing of employee identification numbers was taken randomly. This research was conducted at Suzuya Rantauprat Mall, a modern market located on Jl. BC. Raja, Bakaran Batu, Kec. Rantau Sel., Kab. Labuhanbatu, North Sumatra 21418. and as the subject of this research are the employees of Suzuya Rantauprat Mall. The objects of this research are Talent Management, Servant Leadership, Organizational Culture, Organizational Commitment and their impact on HR Performance. The population in this study were 160 employees of the Suzuya Rantauprat Mall and the determination of the number of samples used the Slovin formula to obtain a sample of 114 employees. with a degree of confidence of 95%.

The variables used include HR performance as the dependent variable and talent management, servant leadership, organizational culture and organizational commitment as independent variables (independent variable).

The data analysis technique uses hypothesis testing, namely using multiple linear regression analysis to determine the functional relationship between the independent variables (variable X) together with the dependent variable (variable Y).

1. Validity and Reliability Test

The validity test is a statistical test to determine how valid a question item is in measuring the variables studied. Reliability test is a statistical test to determine the reliability of a series of question items (statements) in their reliability of measuring a research variable.

2. The classic assumption test includes: normality, heteroscedasticity, multicollinearity and autocorrelation tests.

- a. The multicollinearity test aims to detect the presence of multicollinearity by looking at the tolerance value and the Variance Inflation Factor (VIF).
- b. The heteroscedasticity test was carried out using the Glejser test, namely by regressing the residual absolute values to the independent variables.
- c. The normality test for residuals was carried out using the Kolmogorov-Smirnov test.

partial test (t test), the t test was conducted to test the research hypothesis regarding the effect of each independent variable partially on the dependent variable.

simultaneous (f test) hypothesis testing in the form of an F test used to test whether the independent variables simultaneously (simultaneously) have a significant effect on the dependent variable.

R square / coefficient of determination. is a value that shows how much the independent variable (exogenous) affects the dependent variable (endogenous).

4. Result and Discussions

4.1. Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire(Ghozali, 2011). The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents. Testing the validity of the instrument in this study used SPSS 22.0 for Windows software. The criteria in determining the validity of a questionnaire are as follows:

- a. If r is a positive result, $r_{count} > r_{table}$, then the question is valid.
- b. If r is a positive result, $r_{count} < r_{table}$, then the question is invalid.

The author conducted instrument trials on HR Performance at Mall Suzuya Rantauprapat. The validity test is said to be valid if all the indicators in the study have scores above 0.361. Based on this, it can be seen from the following table the SPSS test results on the variables Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3), Organizational Commitment (X4), HR Performance (Y). Can be seen in Table 1.1 as follows:

Table 1: Items Total Statistics

Variable	Indicator Question	r Count	r Table	Information
Talent Management (X1)	P1	0.412	0.361	Valid
	P2	0.513	0.361	Valid
	P3	0.611	0.361	Valid
	P4	0.521	0.361	Valid
	P5	0.422	0.361	Valid
Servant Leadership (X2)	P6	0.614	0.361	Valid
	Q7	0.397	0.361	Valid
	Q8	0.532	0.361	Valid
	Q9	0.538	0.361	Valid

	P10	0.431	0.361	Valid
	P11	0.623	0.361	Valid
Organizational culture (X3)	Q12	0.542	0.361	Valid
	Q13	0.633	0.361	Valid
	P14	0.554	0.361	Valid
	P15	0.565	0.361	Valid
Organizational Commitment (X4)	Q16	0.642	0.361	Valid
	Q17	0.456	0.361	Valid
	P18	0.717	0.361	Valid
	P19	0.658	0.361	Valid
HR performance (Y)	P20	0.761	0.361	Valid
	P21	0.772	0.361	Valid
	P22	0.683	0.361	Valid

Source: processed via SPSS. 2022

Based on Table 1.1, it is found that the results of the Validity test have a value greater than 0.361. It can be concluded that all questions/statements are valid and can be used in research.

4.2. Reliability Test

Reliability test is a measuring tool to measure a questionnaire that has indicators of variables and constructs. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time (Ghozali, 2011).

Reliability testing can be carried out using the SPSS program, which provides facilities for measuring reliability with cronback alpha statistical tests. A construct or variable is said to be reliable if it gives cronback alpha (α) > 0.7.

A variable under study is said to be reliable if it gives a Cronbach Alpha value > 0.7, based on the results of data processing for the reliability test can be seen in Table 1.2 below:

Table 2: Research Instrument Reliability Test Results

Cronbach's Alpha	N of Items	Information
0.824	22	Reliable

Source: Research Results, 2022

Based on Table 2. shows that the results of the reliability test are stated to be reliable. This can be seen from the value of rcount > 0.70 so that it can be said that the research instrument is feasible to use in research.

4.3. Data Normality Test Results

The normality test aims to find out whether the distribution of a data follows or approaches the normal distribution. The normality test can be analyzed by using the graph on the Normal P-Plot of Regression Standardized Residual. If the plots of both are linear (can be approached by a straight line), then this is an indication that the residuals are normally distributed. If the pattern of dots other than the ends of the plot deviates slightly from the straight line, it can be said that the distribution of the data (in this case the residuals) is normally distributed. The following is the result of the Normal P-Plot of Regression Standardized Residual.

In Figure 3, the Normal P Plot shows that the dots follow the data along the normal line, this means that the residual data is normally distributed. To ascertain whether the data along the diagonal line is normally distributed, the Kolmogorov-Smirnov test is performed. The Table 3 are the results of the Kolmogorov-Smirnov Test.

The normality test uses the Kolmogorov-Smirnov method with a significance value of 0.116 where the result is greater than the 0.05 significance level. So it can be concluded that the normality tests in this study were normally distributed.

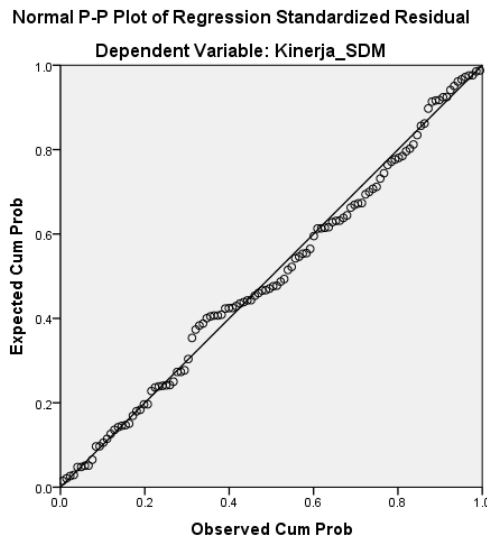


Figure 3. Normal P-Plot on Normality Test

Source: Research Results, 2022

Table 3. One-Sample Kolmogorov-Smirnov Test

		Absolute
N		114
Normal Parameters, b	Means	1.1230
	std. Deviation	.88404
Most Extreme Differences	absolute	.120
	Positive	.120
	Negative	-.107
Test Statistics		.120
asympt. Sig. (2-tailed)		.116c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

4.4. *Heteroscedasticity Test Results*

This heteroscedasticity test is used in the regression model to see if there is an unequal variance from one residual to another observation. If the variants are different, it is called heteroscedasticity. The best model is that heteroscedasticity does not occur. How to detect whether there is heteroscedasticity in a model can be seen in the Scatterplot Model and Glejser Test images. Analysis on the Scatterplot image which states that the multiple linear regression model does not have heteroscedasticity if:

- a. The data points spread above and below or around the number 0.
 - b. The data points do not cluster only above or below.
 - c. The spread of the dots should not form a wavy pattern, widening then narrowing and widening again.
- Heteroscedasticity will not occur if none of the independent variables is statistically significant affecting the absolute value of the dependent variable (abs). If the significance probability is above the 5% confidence level, it can be concluded that the regression model does not lead to heteroscedasticity. The following is a graph of heteroscedasticity in Figure 4 as follows:

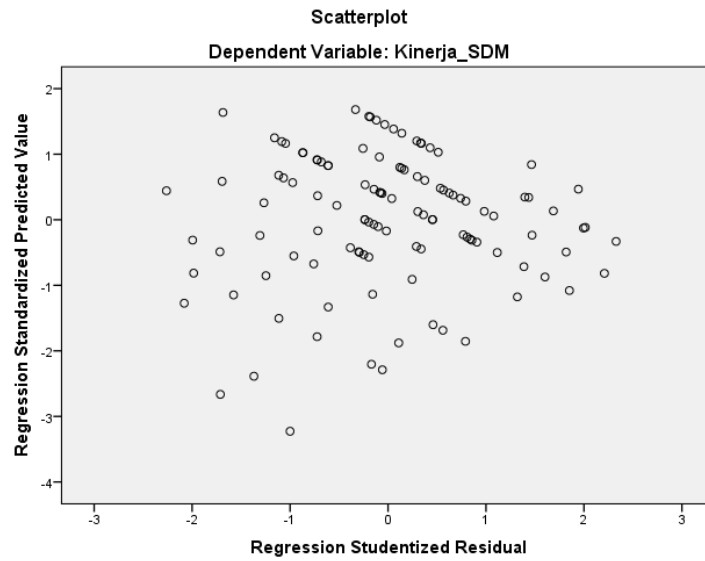


Figure 4. Heteroscedasticity Graph

Source: Research Results, 2022

With graphical analysis, a regression model is considered to have no heteroscedasticity if the points spread randomly and do not form a clear pattern and are spread above or below zero on the Y axis. So in Figure 4 it shows that the points spread randomly then there is no heteroscedasticity.

4.5. *Multicollinearity Test Results*

The multicollinearity test aims to test whether there is a correlation between the independent variables in the regression model. In a good regression model, there should be no mutual correlation between the independent variables (multicollinearity does not occur). Multicollinearity can be seen from the tolerance value and its opposite, namely the Variance Inflation Factor (VIF).

Tolerance measures the variability of the selected variables which are not explained by other independent variables. Common values that are commonly used are Tolerance values > 0.1 or VIF values < 10, then Multicollinearity does not occur (sugiyono, 2017). To detect the presence or absence of multicollinearity can be done by looking at variable tolerance and Variance Inflation Factor (VIF):

1. VIF > 10 is suspected to have a multicollinearity problem.
2. VIF < 10 then there is no multicollinearity.
3. Tolerance < 0.1, it is suspected that it has a multicollinearity problem.
4. Tolerance > 0.1 means there is no multicollinearity.

The results of processing the multicollinearity test are seen in Table 5 below:

Table 5. Multicollinearity Test Results

Model	Coefficients ^a		Betas	t	Sig.	Collinearity Statistics	
	Unstandardized	Standardized				tolerance	VIF
	Coefficients	Coefficients					
B	std. Error						
1 (Constant)	-9.175	2,336		-3,927	.000		
Talent_Management	.212	.068	.235	3.130	.002	.607	1,648
Servant_Leadership	.276	.061	.329	4,501	.000	.640	1,561
Organizational culture	.026	.048	.035	.543	.588	.835	1,197
Commitment_Organization	1,562	.176	.573	8,893	.000	.823	1.215

a. Dependent Variable: Performance_SDM

From Table 5 shows that the value of VIF Talent Management (X1) of 1,648, Servant Leadership (X2) of 1,561, Organizational Culture (X3) of 1,197, Organizational Commitment (X4) of 1,215 < 0.05 then there is no multicollinearity.

4.6. *Partially Significant Test (t-test)*

To test whether the proposed hypothesis is accepted or rejected, the t statistic (t test) is used. This test was conducted to determine how much influence the independent variables had, namely Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3) and Organizational Commitment (X4) to the dependent variable ie HR Performance (Y). Partial test (t test) can be seen in table 4 below:

Table 6. Partial Test Results (t test)

Model		Coefficients ^a		Standardized Coefficients Betas	t	Sig.
		Unstandardized Coefficients B	std. Error			
1	(Constant)	-9.175	2,336		-3,927	.000
	Talent_Management	.212	.068	.235	3.130	.002
	Servant_Leadership	.276	.061	.329	4,501	.000
	Organizational culture	.126	.048	.135	2,543	.018
	Commitment_Organization	1,562	.176	.573	8,893	.000

a. Dependent Variable: Performance_SDM

Based on Table 4, it can be seen that the results of the regression analysis obtained a t count value of 3,130 > t table 1.65909 this means that the Talent Management variable (X1) has a positive effect on the HR Performance variable (Y). Then the significant value is 0.002 < 0.05, which means that the Talent Management variable (X1) has a significant effect on the HR Performance variable (Y). Based on the results of the regression analysis, the t count value is 4,501 > t table 1.65909 this means that the Servant Leadership variable (X2) has a positive effect on the HR Performance variable (Y). Then the significant value is 0.000 < 0.05, which means that the Servant Leadership variable (X2) has a significant effect on the HR Performance variable (Y). Furthermore, the results of the regression analysis obtained a t value of 2.543 > t table 1.65909 this means that the Organizational Culture variable (X3) has a positive effect on the HR Performance variable (Y). Then the significant value is 0.018 < 0.05 which means that the Organizational Culture variable (X3) has a significant effect on the HR Performance variable (Y). The results of the regression analysis obtained the value of t count of 8,894 > t table 1.65909 this means that the Organizational Commitment variable (X4) has a positive effect on the HR Performance variable (Y). Then the significant value is 0.000 < 0.05, which means that the Organizational Commitment variable (X4) has a significant effect on the HR Performance variable (Y).

4.7. *Simultaneous Significant Test (F-Test)*

To test whether the proposed hypothesis is accepted or rejected, the F test is used. The F test aims to determine the effect simultaneously or together with the independent variables, namely Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3) and Organizational Commitment (X4). simultaneously to the dependent variable namely Performance HR (Y). Look for the F count value using Table 5 ANOVA from the SPSS processing results as follows:

Table 7: Results Simultaneous Test (Test F)

Model		ANOVA ^a			F	Sig.
		Sum of Squares	Df	Mean Square		
1	Regression	391,579	4	97,895	45,978	.000b
	residual	232,079	109	2,129		
	Total	623,658	113			

a. Dependent Variable: Performance_SDM

b. Predictors: (Constant), Commitment_Organization, Servant_Leadership, Culture_Organization, Management_Talent

Table 5 shows the Fcount value of 45,978 > Ftable 2.46 with a significance value of 0.000 < 0.05. From these results, it can be concluded that Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3) and Organizational Commitment (X4) simultaneously has a positive and significant effect on HR Performance (Y).

4.8. R Square Results / Coefficient of Determination

Table 8. Result Coefficient of Determination (R2)

Model	Summary models			std. Error of the Estimate
	R	R Square	Adjusted R Square	
1	.792a	.628	.614	1,459

a. Predictors: (Constant), Commitment_Organization, Servant_Leadership, Culture_Organization, Management_Talent

Source: Research results, 2022

Table 8 shows that: R = 0,792 mean variable relationship Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3), Organizational Commitment (X4) to the dependent variable ie HR Performance (Y) by 79.2%. It means having a close relationship. The bigger the R means the closer the relationship. To ensure the type of relationship between variables can be seen in the following table:

Table 9. Relations between Variables

Mark	Interpretation
0.0 – 0.19	y Not Close
0.2 – 0.39	Tight
0.4 – 0.59	it enough
0.6 – 0.79	t
0.8 – 0.99	y Tight

Source: Situmorang, (2014)

Square by 0,628 means 62.8% of the factor on HR Performance At Suzuya Rantauprapat Mall can be explained by Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3), Organizational Commitment (X4). While the remaining 38.2% can be explained by other variables not examined in this study. Adjusted R Square by 0,614 means 61.4% of the factors HR Performance at Mall Suzuya Rantauprapat can be explained by Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3), Organizational Commitment (X4), while the remaining 39.6% can be explained by other variables not examined in this study. Standard Error of Estimated is 1.459 the smaller the standard deviation means the better the model.

Discussion

Partial testing according to Pitriyani & Halim, (2020) explains that work experience has a significant effect on employee performance at PT Pegadaian Persero Rantau Prapat Branch. Y). Then the significant value is 0.002 < 0.05, which means that the Talent Management variable (X1) has a significant effect on the HR Performance variable (Y). Other results were also investigated by Tambunan, (2023) Talent management has a positive and significant effect on HR performance. For PT. PLN (Persero) in Rantauprapat.

Based on the results of the regression analysis, it was obtained that the t value was 4.501 > t table 1.65909, this means that the Servant Leadership variable (X2) has a positive effect on the HR Performance variable (Y). Then the significant value is 0.000 < 0.05, which means that the Servant Leadership variable (X2) has a significant effect on the HR Performance variable (Y). These results are in accordance with the results of the study Widiastuti & Rambe, (2023) which states that Servant Leadership (X2) has a positive effect on the HR Performance variable (Y).

Furthermore, the results of the regression analysis obtained a t value of 2.543 > t table 1.65909, this means that the Organizational Culture variable (X3) has a positive effect on the HR Performance variable (Y). Then the significant value is 0.018 < 0.05, which means that the Organizational Culture variable (X3) has a significant effect on the HR Performance variable (Y). This is also supported by research Syauqi & Riyadi, (2023) which states that Organizational Culture partially has a positive and significant effect on the performance of employees of the Personnel Agency and Human Resources Development Board of Tangerang Regency. Other results were also investigated by Setyawan et al., (2023) states that organizational culture has a positive and significant effect on the

performance of employees of PT. PDAM Tirta Moedal Semarang City.

The results of the regression analysis obtained the value of t count of $8,894 > t$ table 1.65909 this means that the Organizational Commitment variable (X4) has a positive effect on the HR Performance variable (Y). Then the significant value is $0.000 < 0.05$, which means that the Organizational Commitment variable (X4) has a significant effect on the HR Performance variable (Y). According to Badrianto & Astuti, (2023). Organizational Commitment Shows the strong emotional desire of employees to adapt to existing values so that their goals and desires to remain in the organization can be realized so that the results of his research Organizational Commitment has a positive and significant effect on employee performance variables, Furthermore, these results were corroborated by research Abni & Hamdani, (2023) shows both simultaneously and partially the organizational commitment variable has a significant effect on employee performance.

The results show that the value of Fcount is $45,978 > F$ table 2.46 with a significance value of $0.000 < 0.05$. From these results, it can be concluded that Talent Management (X1), Servant Leadership (X2), Organizational Culture (X3) and Organizational Commitment (X4). simultaneously has a positive and significant effect on HR Performance (Y).

5. Conclusions

1. *Servant Leadership* positive and significant effect on HR performance At Suzuya Rantauprapat Mall.
2. Organizational culture Positive and Significant Influence on HR performance At Suzuya Rantauprapat Mall.
3. Organizational Commitment Positive and Significant Influence on HR performance At Suzuya Rantauprapat Mall.
4. Talent Management, *Servant Leadership*, Organizational culture And Organizational Commitment Positive and Significant Influence on HR performance At Suzuya Rantauprapat Mall.

For further research, it is suggested for researchers to be able to use interview techniques or direct experiments to find out more about talent management, servant leadership, organizational commitment and HR performance so that they will get maximum results and are useful for improving employee performance. for future research it is hoped that researchers can add independent variables or replace existing variables such as organizational citizenship behavior (OCB), job satisfaction, work environment and so on.

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