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Analysis of Improving Organizational Culture Through Employee Engagement, Talent Management, Training and Development Human Resources

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Abstract: The article analysis of improving organizational culture through employee engagement, talent management, training and human resource development is a scientific literature review article within the scope of human resource management science. The purpose of this writing is to build a hypothesis of influence between variables which can later be used for further research within the scope of human resource management science. The research method used is descriptive qualitative. Data was obtained from previous studies relevant to this research and sourced from academic online media such as publish or perish, google scholar, garba digital reference and jurnal sinta. The tool used to cite reference sources is Mendeley References. The result of this article is: 1) Employee engagement influence improving organizational culture; 2) Talent management influence improving organizational culture; and 3) Training and development of human resources influence improving organizational culture.

Keyword: Improving Organizational Culture, Employee Engagement, Talent Management, Training and Development of Human Resources

INTRODUCTION

The intricacy and strategic importance of these elements in fostering a successful, competitive, and long-lasting work environment are highlighted by analysis of how to improve organizational culture through employee engagement, talent management, training, and human resource development (HR). The context of this topic is a thorough comprehension of the opportunities and difficulties that modern organizations encounter when attempting to manage their culture, given the rapid changes in employee expectations and business realities. In light of this, it is crucial for firms to do a thorough study of the integration of talent management, employee engagement, and HR training and development.

One of the key elements in creating a strong organizational culture is employee engagement, which is defined as the idea that encompasses employee involvement, motivation, and dedication to their work and the organization where they work. Workforce retention, innovation, and productivity are all impacted by employee engagement. Finding practical ways

to raise employee engagement levels is difficult, though, particularly in light of the growing rivalry for top talent in hiring and retention. In addition, talent management is a calculated strategy for managing employee potential and talent to meet organizational needs. This covers finding and hiring top performers as well as developing and keeping them on board. Organizations must use proactive and adaptable talent management strategies in the context of globalization and rapid technological development in order to handle environmental shifts and maintain company continuity.

Enhancing a company culture that prioritizes learning and development also requires HR training and development. In a time when expertise and knowledge are becoming increasingly important assets, companies must devote resources to staff development if they want to boost both individual and group performance. It is important to remember that the success of HR training and development can be influenced by program design, effective implementation techniques, and continuous assessment of the training's influence on corporate culture. It's critical to recognize the relationships and mutual influences between employee engagement, talent management, training, and HR development when examining how to improve organizational culture. High employee engagement, for instance, can boost the efficacy of talent management techniques by lowering attrition and enhancing worker performance. However, by offering chances for individual advancement, a strong HR training and development program can help raise staff engagement.

However, companies frequently run across a number of challenges while implementing these tactics. Lack of knowledge or awareness of the significance of corporate culture and its effect on business performance is one of the primary barriers. Organizational culture is still viewed by many as something ethereal or immeasurable, which makes it challenging to defend the time and resources spent developing it. Furthermore, as an organization's culture shifts, employees' behavior and habits frequently follow suit. Strong organizational commitment and leadership are needed for this, in addition to a planned and continuous transformation process. Organizational culture reform projects may face obstacles in their growth and effectiveness, such as opposition to change or a lack of support from senior management.

Determining the true effect of these tactics on the performance of the organization as a whole is another difficulty. The efficacy of HR Training and Development, Talent Management, and Employee Engagement may all be measured using a variety of measures, but not all of them accurately capture how these areas contribute to the overall culture of the company. Thus, assessing these strategies' effectiveness and making sure they help the firm reach its long-term objectives require a comprehensive strategy. In addition to obstacles, there are a number of chances for enhancing company culture through HR development, talent management, employee engagement, and training. Among these is the capacity to foster a varied and inclusive workplace, which fosters creativity and innovation. By focusing on the requirements and desires of diverse employees, organizations can build a culture that encourages cross-team collaboration and accelerates the achievement of strategic goals.

Furthermore, a company's reputation as a desirable and long-lasting place to work can be enhanced by implementing these techniques. Organizations that prioritize the growth and well-being of their workforce tend to attract and retain highly skilled and aspirational people. This can enhance a company's brand perception among consumers and other external stakeholders in addition to lowering recruitment and retention expenses. But in order to fully reap the rewards of these tactics, companies must take a comprehensive and long-term approach. This include investing in technology that promotes employee involvement and more efficient personnel management, creating policies and procedures that complement the intended organizational culture, and pledging at all management levels to give culture building top priority.

Based on the background of the problem above, the problem formulation is obtained as follows: 1) Does employee engagement have an effect on improving organizational culture?; 2) Does talent management have an effect on improving organizational culture?; and 3) Does training and human resource development have an effect on improving organizational culture?.

METHOD

The Literature Review essay was written using Library Research techniques and Systematic Literature Review (SLR). These methods are evaluated qualitatively and are available in academic web resources like Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of locating, assessing, and analyzing all accessible research data with the aim of responding to a particular research issue. In qualitative analysis, literature reviews ought to be applied consistently with methodological presumptions. The exploratory nature of the research serves as the primary justification for conducting qualitative analysis (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Improving Organizational Culture

Improving organizational culture describes the methodical, continuous efforts made by a business to enhance, fortify, and expand the standards, values, beliefs, and behaviors that characterize the workplace and organizational identity. This entails changing the culture of an organization from what it is now to what is intended, a state that is more consistent with the vision, purpose, and strategic objectives of the business. A company's intended values must be identified and ingrained, rules and procedures supporting the culture must be developed, and initiatives encouraging employee involvement, personal development, and high performance must be put into place in order to improve the culture of the organization. The primary objective of enhancing organizational culture is to establish a diverse, creative, and cooperative workplace where staff members feel inspired, valued, and able to participate to the fullest (Elmi et al., 2020).

Indicators contained in improving organizational culture include: 1) Level of Innovation and Creativity: This measure shows how much businesses support fresh concepts and are willing to take chances to accomplish their objectives. The quantity of original ideas put forth, the execution of creative projects, and the organization's flexibility in the face of change are all indicators of innovation and creativity; 2) Respect for Company Ethics and Values: This metric demonstrates how much employees have internalized company culture and how that has shown up in their day-to-day conduct. The degree of adherence to organizational policies, the degree of justice and honesty in decision-making, and employee attitudes toward corporate social responsibility are all indicators of a company's adherence to its values and ethics; and 3) Level of Collaboration and Communication: This metric reveals how much an organization's culture encourages collaboration and idea sharing amongst individuals and groups. The degree of teamwork, the frequency of cross-departmental meetings or discussions, and the organization's dispute resolution skills are all indicators of effective collaboration and communication (Sari & Ali, 2022). Improving organizational culture has been studied by several researchers, including: (Ali et al., 2022), (Elmi et al., 2020), (Sari & Ali, 2022), (Susanto, Ali, et al., 2023).

Employee Engagement

Employee engagement describes how motivated, involved, and committed a worker is to their job and the company they work for. Employee engagement encompasses more than just job happiness; it also refers to the emotional, cognitive, and behavioral participation of workers in doing their jobs and advancing corporate objectives. Active employees typically have a sense of responsibility for the organization's performance as a whole and a connection to the

company's mission, values, and goals. Because they feel appreciated, supported, and have the chance to flourish in a positive work environment, employees who are highly engaged are frequently more productive, creative, loyal, and retainable (Gabriela et al., 2023).

Indicators contained in employee engagement include: 1) Turnover rate and absenteeism are two indicators of low employee engagement. While high levels can suggest issues with employee motivation and engagement, low absence and turnover rates often reflect strong levels of engagement; 2) Participation in Employee Development Programs: This metric reflects how much staff members actively engage in the company's learning, development, and training initiatives. A high participation rate suggests a strong drive and enthusiasm in expanding one's knowledge and abilities; and 3) Job Satisfaction Level: Indicates how happy workers are with their jobs overall, taking into account factors like the workplace culture, corporate guidelines, and chances for professional advancement (Dewi et al., 2021).

Employee engagement has been studied by several researchers, including: (Marsal, 2023), (Dewi et al., 2021), (Gabriela et al., 2023), (Susanto, Syailendra, et al., 2023), (Candra Susanto & Nyoman Sawitri, 2023), (Susanto, 2022), (Susanto, Sawitri, et al., 2023), (Susanto, Ali, et al., 2023), (Susanto & Rony, 2023), (Wahdiniawati et al., 2023), (Henokh Parmenas, 2022).

Talent Management

A strategic approach to managing employee potential and talent, talent management makes sure that a company has access to people with the leadership, knowledge, and abilities needed to meet its objectives. This idea encompasses both the hiring of people who have the potential to succeed in the organization and the identification, development, and retention of current talent. Organizations can plan forward for their human resource requirements through talent management, ensuring that they have a knowledgeable and capable staff to handle both current and upcoming business issues. Furthermore, talent management prioritizes the career development of its workforce by offering prospects for ongoing professional development and progression, which in turn boosts employee engagement and retention (Agustono et al., 2023).

Indicators contained in talent management include: 1) Employee Contribution to Organizational Goals and Achievements are Included in This Indicator. The accomplishment of goals, individual performance, and participation in corporate projects and activities can all be used to gauge an employee's level of success; 2) Feedback and Evaluation: Shows how often the company gives staff members honest criticism and detailed performance reviews. This procedure is crucial for assisting staff members in comprehending the organization's standards for them and pinpointing areas in need of improvement; and 3) Career progression refers to the pace at which people are promoted, given more responsibilities, and moved either vertically or horizontally within the company. Constant career growth is a sign that the company gives its workers the chance to grow and follow their career goals (Cahyani et al., 2023).

Talent management has been studied by several researchers, including: (Rahmawati, 2019), (Cahyani et al., 2023), (Agustono et al., 2023), (Parmenas et al., 2021).

Training and Development Human Resources

The goal of human resources (HR) training and development is to enhance employees' skills, knowledge, and abilities so they can carry out their tasks more successfully and meet corporate objectives. It is a systematic, continuous process. This idea covers a wide range of activities, including leadership development, performance-based learning, interpersonal skill development, and technical training. Training seeks to give workers the information and abilities needed to perform their jobs well, whereas development is more concerned with the long-term personal and professional development of the workforce. Organizations may boost employee engagement, cultivate internal talent, and create a culture that encourages learning

and creativity through training and development. Additionally, it gives workers a chance to advance in their professions, feel appreciated, and engage in more active (Pasaribu et al., 2023).

Indicators contained in human resources training and development include: 1) Use of Skills in the Work Context: This metric measures how much information and skills learned during training are applied in the course of a typical workday. Improved skill use may be a sign of how well training supports job performance; 2) Enhanced Team Performance: Individual performance is not the only area where training and development take impact; team performance is also affected. Success of the program may be indicated by improved teamwork, communication, and cooperation; and 3) Enhanced Retention of Staff: Well-designed training and development initiatives can also help to enhance staff retention. Workers who experience encouragement and have access to professional growth chances are more likely to stick with a company longer (Lolowang et al., 2016).

Training and development human resources has been studied by several researchers, including: (Zaky, 2022), (Pasaribu et al., 2023), (Lolowang et al., 2016), (Thamrin AR et al., 2022), (Susanto, Soehaditama, et al., 2023).

Relevant Previous Research Results

Review related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with research proposals, as illustrated in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1	(Dewi et al., 2021)	Employee engagement has a positive and significant effect on employee performance and organizational culture has a positive and insignificant effect on employee performance	The influence of employee engagement on improving organizational culture	The influence of organizational culture is influential and insignificant on employee performance	H1
2	(Marsal, 2023)	Employee Engagement affects the Organizational Culture at PT. PLN (Persero) UP3 Palopo City	The influence of employee engagement on organizational culture	The locus was carried out at PT PLN (Persero) UP3 Palopo City	H1
3	(M. P. Putri et al., 2016)	Talent management and organizational culture affect organizational performance with organization commitment as a mediating variable	The influence of talent management on organizational culture	Pengaruh organization commitment terhadap organizational performance	H2
4	(Cahyani et al., 2023)	Talent management affects the improvement of organizational performance and improvement of employee performance	The influence of talent management on improving organizational culture	Influencer of talent management to improve employee performance	H2
5	(Sulaefi, 2017)	Training and development affect work discipline and employee performance	The effect of training and development on improving organizational culture	The effect of training and development on work discipline	H3
6	(Pasaribu et al., 2023)	Training and human resource development affect employee	The effect of training and human resource	The effect of training and human resource	H3

performance at the Sibolga Sambas sub-district office	development on improving organizational culture	development on employee performance
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Discussion

The purpose of this literature review article is to study related literature, analyze relationships between variables, and provide conceptual ideas for research plans. It is based on theoretical studies:

1. The Influence of Employee Engagement on Improving Organizational Culture

A company's employee engagement level may be determined in part by looking at absenteeism and turnover rates. Workers who are not as involved in their work have a higher probability of quitting or missing work frequently. An excessive turnover rate may be a sign of issues with work satisfaction and employee engagement within the company culture. On the other hand, a low turnover rate may point to workers who are happy, content, and involved in their workplace.

Another key element in developing an inventive and creative business culture is employee participation. Workers that actively participate in collaborative decision-making, teamwork, and the creation of new projects typically have innovative ideas and inventive ways to handle issues. A high level of participation fosters an atmosphere where everyone feels heard, valued, and has a meaningful contribution to the success of the organization.

A positive and productive corporate culture is formed in large part by the degree of job satisfaction. Workers that are happy with their workplace typically perform better, are more driven, and favorably impact company objectives. In addition to lowering stress, tension, and conflict at work, high job satisfaction can also foster more innovative, collaborative, and successful communication environments.

In general, corporate culture can be directly impacted by employee engagement, which includes work satisfaction, involvement, and absenteeism and turnover rates. An organizational culture bolstered by high levels of employee engagement and support results in levels of innovation and creativity, respect for the ethics and values of the company, and high levels of collaboration and communication high levels of job satisfaction. Therefore, organizations need to pay close attention to and manage these factors to create a work environment that promotes long-term growth, productivity and success.

Employee engagement affects the improvement of organizational culture, this is in line with research conducted by: (Puspita et al., 2020), (Gabriela et al., 2023), (Wijaya et al., 2020).

2. The Influence of Talent Management on Improving Organizational Culture

Contribution from employees is a crucial component of talent management. Employee contributions to the accomplishment of corporate objectives typically increase when companies are able to recognize, develop, and effectively use the unique talents and skills of each individual. Employees will be more inspired to innovate, work together, and come up with original solutions to the problems the firm has if they feel valued and encouraged in their skill development.

Employees can better understand their performance and areas for development that require attention by using feedback and evaluation, two crucial talent management activities. Employees can discover their skills and limitations and receive guidance for their professional growth when they receive constructive criticism and transparent evaluations. Positive feedback enables staff members to work better and contribute to an inventive and creative company culture more successfully.

Another crucial component of people management that has the power to affect company culture is career advancement. Organizations may generate a strong incentive for employees to enhance their engagement, performance, and contribution by offering clear career progression and development options. Workers will be more inspired to come up with new ideas, uphold the company's ethics and principles, and work together with coworkers if they feel valued and have the chance to grow in their careers.

Organizations can expedite the enhancement of their company culture by implementing efficient personnel management strategies. Effective identification, development, and utilization of internal talent inside businesses can lead to a rise in innovation and creativity. Employees that feel appreciated and helped in their professional development will have greater respect for the ethics and values of the organization. Elevated degrees of cooperation and communication will occur when organizations provide opportunities and support for employees to grow and develop. Thus, talent management is not only a strategy for managing human resources, but also the key to creating a strong, sustainable and innovative organizational culture.

Talent management affects the improvement of organizational culture, this is in line with research conducted by: (M. P. Putri et al., 2016), (Cahyani et al., 2023), (Rahmawati, 2019).

3. The Influence of Training and Development of Human Resources on Improving Organizational Culture

First and foremost, by enhancing workers' technical and soft skills, HR training and development enhances the application of abilities in the workplace. Employees are more likely to come up with original ideas and inventive solutions to the problems the company has when they possess the abilities necessary for the job and can effectively use them in their everyday work environment.

Moreover, growth and training programs also help to raise team performance. Through cooperative training and the development of interpersonal skills, staff members can learn how to collaborate better, communicate better, and foster collaboration and mutual trust. Teams are able to collaborate effectively, produce fresh concepts, and develop ground-breaking goods and services as a result.

Aside from that, improving HR training and development can also help with staff retention. Employees feel valued and appreciated when their employers give them the chance to grow professionally through training and development opportunities. Workers are more likely to stick around and make long-term contributions when they feel encouraged in their professional development, which lowers turnover rates and builds a solid company culture.

Organizational culture is generally positively impacted by HR training and development's effects on how skills are used in the workplace, enhancing team performance, and raising employee retention. Because they have the requisite abilities and function as a cohesive team, employees may be more innovative and creative. Furthermore, this can also increase respect for company ethics and values and increase levels of collaboration and communication as employees feel valued and supported in their development. Therefore, HR training and development is an important investment in creating an innovative, ethical and collaborative organizational culture.

Training and development of Human Resources affects the improvement of organizational culture, this is in line with research conducted by: (Panjaitan et al., 2023), (Dante Manuel et al., 2023), (Eko Santoso & Moeins, 2019).

Conceptual Framework

Figure 1 illustrates the construction of a conceptual framework based on the problem statement, related previous research, and the results of the research and discussion above:



Figure 1. Conceptual Framework

Using the conceptual framework shown in figure 1, then: Employee engagement, talent management and training and development human resources influence improving organizational culture. In addition to the independent variables above, there are other variables that influence improving organizational culture, including:

- 1) Leadership: (F. Saputra & Mahaputra, 2022b), (Sudiantini & Saputra, 2022), (R. F. A. Saputra et al., 2021), (Maida et al., 2017), (F. Saputra, 2021), (Yassir Araffat et al., 2020), (Putra et al., 2021).
- 2) Work Environment: (Mukhtar et al., 2016), (Kasman & Ali, 2022), (F. Saputra et al., 2023), (F. Saputra & Mahaputra, 2022a), (Sjarifudin & Ali, 2023), (Nurdianah & Ali, 2023).
- 3) Workload: (G. A. M. Putri et al., 2023), (Ali et al., 2022), (Hermawan, 2021), (Sari & Ali, 2022).

CONCLUSION

Based on the background of the problem, problem formulation, previous research, results and discussion above, the following research conclusions are obtained:

- 1) Employee Management influence Improving Organizational Culture.
- 2) Talent Management influence Improving Organizational Culture.
- 3) Training and Development of Human Resources influence Improving Organizational Culture.

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