

THE PRESISPOSED INFLUENCE OF TALENT MANAGEMENT, KNOWLEDGE SHARING, SERVANT LEADERSHIP ON INNOVATIVE WORK BEHAVIOR

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Abstract

This research investigates the influence of talent management, knowledge sharing, and servant leadership on innovative work behavior at Bank Syariah Indonesia Lhokseumawe Branch. Data was collected through questionnaires as a data collection instrument. The population in this study was 60 employees. Data analysis using a quantitative approach to multiple linear regression version of the Statistical Package for the Social Sciences. The research results show that talent management, knowledge sharing, and servant leadership significantly positively affect innovative work behavior. These findings provide practical implications for the management of Bank Syariah Indonesia to strengthen and optimize talent management strategies, knowledge sharing, and servant leadership. By paying more attention to this third variable, companies can create a work environment that supports and encourages innovation, improving the organization's performance and competitive advantage in an increasingly complex and dynamic market.

Keywords : *Talent management, knowledge sharing, servant leadership, innovative work behavior*

1. INTRODUCTION

Organizations with an innovative work atmosphere will facilitate responses to challenges that arise from their environment more quickly and better than less innovative organizations (Widjajanti et al., 2014). Innovative behavior is the behavior of organizational members to create, process, and implement new ideas, including products, technology, procedures, and work processes, which aim to increase the effectiveness of organizational members' performance and provide benefits for the organization (Sartika, 2015). Innovation is an idea that comes from an individual, and the individual is the originator and implementer of the innovative idea. The rapid and continuous development of innovation is a challenge for new and existing companies and for Sharia banking, which operates in the financial services sector. Sharia banking in Indonesia is a newcomer to the world of finance because conventional banks were first present in Indonesian society and won the hearts of consumers (Kristanti, 2020). Therefore, Islamic banks must work hard to improve their performance, one of which is by increasing employee work innovation. Regarding employee work innovation, leaders must pay attention to each employee's tendencies in terms of their proactive behavior. This is done so leaders can classify employees and determine which departments can provide appropriate job design. Innovative work behavior only arises in employees who have self-initiative and implement it in real work.

Various factors have been studied to see their influence on innovative behavior in the workplace, including talent management, knowledge sharing, and servant leadership. Employees with good talent can create ideas based on their abilities and skills in specific fields. However, the existence of a limit on the number of employees who have talent is a challenge for an organization. Talent management can ensure the existence of employees who have potential and have innovative work behavior. Knowledge sharing is The next factor influencing innovative work behavior (Rusuli & Tasmin, 2010). The realization of innovative human resources requires knowledge to achieve maximum results. Knowledge is something that organizations must have in designing new strategies. Another factor that influences innovative work behavior is servant leadership. Servant leadership is an other-oriented approach to leadership and prioritizes individual followers' needs;

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its attention is focused on others within the organization and the larger community (Gatuwari et al., 2021). This leadership refers to a style in which a leader serves other people and the management process, helps subordinates get opportunities in career development, trains subordinates to become the best service providers, and can ultimately benefit the organization. Based on observations made at Sharia banking institutions, the level of innovation among employees has decreased, resulting in many changes in work attitudes among employees, especially after the COVID-19 pandemic, which led to the implementation of Work From Home. This is also proven by lowering the ranking of Bank Syariah Indonesia based on the Top.

2. LITERATURE REVIEW

Innovative Work Behavior

Innovative work behavior is a comprehensive behavior related to idea generation, supporting ideas in the organization, and providing implementation of ideas (Santoso & Heng, 2019). Innovative work behavior is also defined as worker behavior, which refers to the ability to create ideas from a new perspective that can be turned into innovation (Singh et al., 2021). Apart from that, innovative work behavior can be defined as a behavior that refers to a person's ability to create a new idea, use work results as a potential idea, and apply new ideas to work practices (Birdi et al., 2016). Innovative work behavior is assessed as an individual's intention to create, introduce, and implement new ideas to optimize the performance of the group and organization. In short, innovative work behavior is an individual's intention in their work towards their group and organization. In its application, innovative work behavior is a condition that every individual can create because every individual has the potential to innovate related to their work, which is assisted by an adequate organizational climate and environment.

Talent Management

According to (Ansar, 2018), talent management is a series of integrated activities in managing high-performing employees at all levels of the organization, with the main components being attracting talent through procurement and orientation, developing talent through performance management, learning, and talent review, and retaining talent through career planning, succession planning, and talent engagement. Talent management can exist and experience development because of the war for talent phenomenon that existed in companies in America in 1997. Many organizations are estimated to experience difficulties in retaining the best resources, as well as difficulties in the process of recruiting potential and high-skilled prospective employees. Increasing competition and providing limited candidates (Al-Dalahmeh, 2020). Talent management is a multi-faceted concept focusing on human resource planning, including employee recruitment and retention. Talent management programs are used in companies, and most of the talent management program activities are related to human resource activities, including recruitment, selection, development, evaluation, retention, and succession planning (Rifai et al., 2023). Overall, talent management is a series of processes carried out by companies to identify, develop, retain, and place the right people in the right places (Ansar, 2018). Excellent organizations are generally supported by proactive and systematic human resource management. To optimize the ability to achieve excellence, organizations must have proactive talent management and a systematic way of implementing talent management activities (Gita Widya, 2019)

Knowledge Sharing

Knowledge sharing is a systematic process of sending, distributing, and disseminating multidimensional knowledge and context between individuals or between organizations through various methods or media (Mohajan, 2019). Knowledge sharing is related to a method of knowledge management that is intended to present and share knowledge, ideas, experiences, and expertise from an employee and organization so that it can be used as a basis for forming cooperation (Rusuli & Tasmin, 2010). Knowledge sharing helps improve employee performance

by allowing them to see opportunities more quickly, creating innovative work behavior, and saving organizational operational costs (Diab, 2021). Knowledge sharing supports employee performance and organizational survival (Balubaid, 2013). According to (Ahmad & Karim, 2019), Knowledge management is a strategy that transforms an organization's intellectual assets, recorded information, and its members' talents into higher productivity, new values, and increased competitiveness. (Jafari Navimipour & Charband, 2016), Knowledge management is creating, capturing, transferring, and accessing the proper knowledge and information when needed to make better decisions, act appropriately, and provide results to support business strategy.

Servant Leadership

According to (Khian & Bernarto, 2021) (Smith, 2005), a servant leader is a leader who really cares about the growth and dynamics of the lives of his followers, himself, and his community; therefore, he prioritizes this rather than achieving personal ambitions (Phipps, 2010).

III. Conceptual Framework and Hypothesis

A positive and significant relationship exists between talent management, knowledge sharing, servant leadership, and innovative work behavior. As revealed through research results (Khaki et al., 2017); (Sayyam et al., 2020), talent management has a positive and significant relationship with innovative work behavior. Knowledge sharing has a positive and significant relationship with innovative work behavior, as research shows (Nguyen et al., 2019) (Afsar, 2016). Moreover, increasingly perfect Servant Leadership has a positive and significant influence on innovative work behavior (Abdullah & Asif, 2022) (Wang et al., 2019). Paying attention to the findings above, a relationship can be put forward in the form of a hypothesis as follows: (H1) Talent Management has a positive and significant relationship with innovative work behavior; (H2) Knowledge Sharing has a positive and significant influence on innovative work behavior; (H3) servant leadership has a positive and significant effect on innovative work behavior. A part from the findings above, talent management can strengthen its relationship with innovative work behavior because both have a strong influence (Al-Omari et al., 2019). Furthermore, knowledge sharing positively influences innovative work behavior (Nguyen et al., 2020). Meanwhile, research results show that servant leadership can also positively influence innovative work behavior (Abiya & Martdianty, 2022).

3. IMPLEMENTATION METHOD

This quantitative research uses multiple linear regression analysis with the independent variables Talent management, knowledge sharing, and servant leadership and the dependent variable innovative work behavior. The population of this study was 60 employees, and the sampling method used was the saturated sample method (Ghozali, 2016). The researcher took 60 employees of Bank Syariah Indonesia at the Branch Office in Lhokseumawe City to serve as samples.

4. RESULTS AND DISCUSSION

The following are the results of the research analysis regarding talent management, knowledge sharing, and servant leadership in innovative work behavior. Hypothesis testing in this research was carried out using multiple linear regression to partially test the hypothesis regarding the influence between the independent variable and the dependent variable. The following are the results of the multiple linear regression test:

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Table 1: AnalisisResult Multiple Linear

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Beta	Std. Error	Beta		
1	Constanta	2,021	,467		4,325	,000
	Talent Management	,127	,060	,241	2,103	,040
	Knowledge Sharing	,203	,067	,354	3,023	,004
	Servant leadership	,239	,101	,259	2,370	,021

The constant value (a) is 2.021, and the regression coefficient value for the talent management variable (X1) is 0.127, the regression coefficient value for knowledge sharing (X2) is 0.203, and the coefficient value for the servant leadership value (X3) is 0.239. The constant values and regression coefficients (a and b) are included in the equation:

$$Y = 2.021 + 0.127X1 + 0.203X2 + 0.239X3 + e$$

Significant Individual Parameter Test (t Statistical Test)

Significant t can be tested through significant observations at an alpha level of 5%. The analysis is based on a significance value of 0.05 where the conditions are: if the significance value is <0.05, then the hypothesis is tested, which means the independent variable affects the dependent variable. Moreover, if the significance is > 0.05, the hypothesis is not tested, meaning the independent variable does not affect the dependent variable.

Table 2. Significance Partial Test (t)

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,021	,467		4,325	,000
	<i>Talent Management</i>	,127	,060	,241	2,103	,040
	<i>Knowledge Sharing</i>	,203	,067	,354	3,023	,004
	<i>Servant leadership</i>	,239	,101	,259	2,370	,021

The table above shows that the t-calculated value of the talent management variable (X1) is 2.103 > table 1.672, and the significance value is 0.040 < 0.05. Furthermore, the count for the knowledge sharing variable (X2) is 3.023 > Table 1.672, the significance value is 0.004 < 0.05, and the count for the servant leadership variable (X3) is 2.370 > Table 1.672, and the significance value is 0.021 < 0.05. So, the variables of talent management, knowledge sharing, and servant leadership have a positive and significant effect on innovative work behavior.

The Influence of Talent Management on Innovative Work Behavior

The results of hypothesis testing research (H1) show that the talent management variable positively and significantly influences innovative work behavior at Bank Syariah Indonesia Lhokseumawe Branch. Based on statistical results, the coefficient value is 0.241 (24.1%).

The Influence of Knowledge Sharing on Innovative Work Behavior

Based on the results of hypothesis testing research (H2) show that the knowledge-sharing variable has a positive and significant influence on innovative work behavior at Bank Syariah Indonesia Lhokseumawe Branch. Based on statistical results, the coefficient value is 0.354 (35.4%), and the significant value is 0.004, which is smaller than 0.05, which means that knowledge sharing increases, and innovative work behavior will also increase. The results of this research are supported by (Shaikh, 2022); (Kmieciak, 2020); (Sri, 2020). The realization of innovative human resources requires knowledge to achieve maximum results (Ayestarán et al., 2022). Knowledge is something that organizations must have in designing new strategies. Knowledge is a strength and asset to improve organizational performance (Rusuli & Tasmin, 2010). Therefore, human resources in organizations must be managed, stored, and maintained. Improving performance and service can be done by encouraging knowledge-sharing behavior for each employee (Diab, 2021).

The influence of servant leadership on Innovative Work Behavior

The results of hypothesis testing research (H3) show that the servant leadership variable positively and significantly influences innovative work behavior at Bank Syariah Indonesia Lhokseumawe Branch. Based on statistical results, the coefficient value is 0.259 (25.9%), and the significant value is 0.021, which is smaller than 0.05, which means that if service leadership increases, innovative work behavior will also increase. The results of this research are supported by previous research presented by (Luo, 2023); (Limbong, 2023); (Wang et al., 2019). Servant leadership is an other-oriented approach to leadership that prioritizes individual followers' needs. Its attention is oriented toward other people in the organization and the larger community (Hai & Van, 2021). This leadership refers to a style in which a leader serves others and processes management, helps subordinates get career development opportunities, trains subordinates to become the best service providers, and ultimately benefits the organization (Kathleen Patterson, 2022).

5. CONCLUSION

Based on the results of research testing that has been carried out regarding the influence of talent management, knowledge sharing, and servant leadership on innovative work behavior, the following recommendations can be made:

1. The research results show that talent management significantly positively affects innovative work behavior. This means that the company's efforts to identify, recruit, develop, and retain the best talent in the organization positively impact employees' ability to innovate in their work. Effective talent management allows employees to grow and develop, encouraging them to create creative solutions and contribute innovatively to achieving organizational goals.
2. The research results show that knowledge sharing has a significant positive effect on innovative work behavior. This shows that policies and practices encouraging a culture of knowledge and information sharing among employees support innovative initiatives. When employees share ideas, experiences, and knowledge, a work environment facilitates collaborative growth and the development of innovative new solutions.
3. This research finds that servant leadership significantly positively affects innovative work behavior. Service leadership implemented by managers and leaders in organizations pays attention to the welfare and development of employees. This approach creates a strong bond between leaders and employees, builds trust, and empowers employees to innovate. With servant leadership, employees feel supported and appreciated, motivating them to contribute with creative ideas that can improve organizational performance.

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