

Deteminant Organizational Development : Analysis Recruitment, and Servant Leadership

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ABSTRACT

The purpose of this study is that researchers want to provide an overview of whether there are research results from scientific articles related to research variables in the study, with the results of the analysis submitted then the researcher provides an answer in the form of perspective. The research method uses qualitative with literature review and From the results of the discussion above, researchers see from several variables in this study two variables, namely between recruitment and organizational development, were found significant from some existing article literature, the second between the variables of servant leadership on organization leadership does not state influence or is not directly affected, It's just a general discussion. In general, from this study, researchers see that it is still rare to discuss between the variables in this study and there are other variables that can be used as research gaps in the future.

INTRODUCTION

In an organization it is very important to build and prepare employees to be employed in the organization in achieving the goals and targets expected by management, organizations look for employees who have the skills and qualifications needed to support the success of the company. Recruitment is therefore a very important first step in building a competent team, The purpose of personnel planning is to create synergy between the situation of the company and the available human resources. In personnel planning, individual activities are always aligned with the direction or goals of the company (Laiu & Voicu, 2021), The recruitment and selection process is very important and must be carried out systematically to achieve organizational goals and achieve organizational development. Employees play a very important role in the development of an organization, therefore organizations today pay full attention to human resources (Rustiawan et al., 2023);(Pessach et al., 2020);(Susanto, Parmenas, et al., 2023);(Yadav et al., 2021); (Acikgoz, 2019); (Rettrisunz et al., 2023)

Prospective employees who are interested in the organization go through the stages required by the organization to find employees who fit the criteria, however, if job seekers are treated professionally, the influence of subjective factors can be reduced (Djabatay, 2012). Organizational development focuses on helping organizations achieve sustainable performance through human resources (Nuraeni et al., 2022). The role of the leader in the organization in the development of the organization and also choosing the right prospective employees is needed. An inclusive, effective, and goal-oriented workplace are all benefits of servant leadership in organizational development. By harnessing each member's potential and achieving common goals, it helps the long-term success of the organization.

The concept of servant leadership was introduced in practical and academic environments, so the theory itself was somewhat developed. Some studies seek to understand the difference between the concept of servant leadership and other leadership concepts, while others investigate the measurement of serving leadership traits (Rachmawati & Lantu, 2014), the type of serving leadership is widely used in various organizations with various advantages and disadvantages, As organizations evolve, one of the most important aspects of servant leadership is the development of employees and the updating of their skills. A manager who adopts a servant leadership style is likely to prioritize people's development by giving them the support, training, and resources they need to succeed. Servant leadership also helps create a more collaborative and inclusive organizational culture that encourages employees to learn and grow together. After seeing the description in this introduction, there are phenomena's that can be done further in this study.

While the purpose of this study is that researchers want to provide an overview of whether there are research results from scientific articles related to research variables in the study, with the results of the analysis submitted then the researcher provides an answer in the form of perspective.

THEORETICAL REVIEW

Organizational Development

According to (French, 1969) organizational development is a collaboration that involves all members of the organization to improve organizational effectiveness through the development and implementation of change programs, then according to Sutarto, (2002);(Susanto, Agusinta, et al., 2023);(Thamrin AR et al., 2022) organizational development is All organizations, whether private, public or institutional, are constantly changing. Organizations face a variety of challenges both from within the organization and from the environment that require organizational change, according to Cummings & Worley. (2005) states that organizations are As open systems and as related components Organizations have personnel, materials, and external environments greatly affect this technology. As a system, the organization can be divided into input components (input), transformation. And output and suggestion, all such components are both directly influenced by external environmental factors. Furthermore, according to (Beckhard, 2011) organizational development is a purposeful and planned change process in which an organization changes its structure, culture, and processes to achieve the desired goals.

Recruitment

According to (Flippo, 1980) recruitment is the process of identifying new employees for an organization to hire the right people to meet the needs of the organization, According to (Elwood & James, 1996) The recruitment and selection process is an important part of an employer's overall resource strategy for identifying and retaining employees who are critical to short and medium-term success and survival Furthermore, according to (Acikgoz, 2019);(Nuraeni et al., 2022);(Zen et al., 2023);(Jumawan, 2023);(Susanto, 2022);(Dessler & Town, 2011); recruitment is an activity or process to find potential candidates and encourage them to apply for positions in their respective organizations, from the description above, researchers draw conclusions that recruitment is a very important activity in human resource management, and the organization must select and recruit personnel in accordance with the needs of the organization in order to get qualified employees.

Servant Leadership

According to (Harwiki, 2016);(Adiguzel et al., 2020);(Sari et al., 2021)(Syahda & Handoyo, 2022);(Berry et al., 1994) states that servant leadership is Servant leadership is widely recognized as an engine that drives organizational excellence, then according to (Eva et al., 2019) servant leadership is conceptually and empirically different from other leadership styles. Compared to transformational leadership which emphasizes more consideration of followers' needs to better achieve organizational goals, servant leadership focuses more on meeting followers' needs than the goals themselves and even places them above organizational goals.

METHODOLOGY

The study in this study uses a qualitative approach by reviewing the literature on the research variables. Literary studies are types or methods of academic writing in the form of literature research. Theoretical analysis, analysis of relationships between variables on Mendeley, Google Scholar and other online media books and journals both offline and online. The journals surveyed are listed in Journal Metrics Table 1.1 below.

Table 1. Metric Article Research

Author, year and Title	Variables used	Findings	Differences with this study
(Djabatey, 2012) RECRUITMENT AND SELECTION PRACTICES OF ORGANISATIONS, A CASE STUDY OF HFC BANK (GH) LTD	X: Recruitment X2 : Selection Practices Y: Organisation	X1 ->Y (Sig) X2 → Y (Sig)	Selection Practices Organisation
(Laiu & Voicu, 2021) Personnel Management: Needs-oriented Recruitment Planning in Organizational Development	Y : Personnel Management X1 : Recruitment Planning X2 : Organizational Development	X1 ->Y (Sig) X2 → Y (Sig)	Personnel Management
(Yadav et al., 2021) The Impact of Effective Recruitment & Selection Process on Organizational Development: An Empirical Study	X1 : Effective Recruitment X2 : Selection Process Y : Organizational Development	X1 ->Y (Sig) X2 → Y (Sig)	Selection Process
(Nuraeni et al., 2022) ORGANIZATION DEVELOPMENT PROJECTION: ANALYSIS OF LEADERSHIP STYLE, TEAMWORK, COMPETENCE EMPLOYEE AND RECRUITMENT PROCESS	Y : Organization Development Projection X1 : Leadership Style X2 : Teamwork X3 : Competence Employee X4 : Recruitment Process	X1 ->Y (Sig) X2 → Y (Sig) X3 → Y (Sig) X4 → Y (Sig)	Leadership Style Teamwork Competence Employee

(Rachmawati & Lantu, 2014)	Leadership Theory Development & Measurement		
Servant Leadership Theory Development & Measurement			

Researchers using qualitative research methods with literature review should be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions asked by the researcher. One of the main reasons for conducting qualitative research is because the research is exploratory, (Ali & Limakrisna, 2013).

RESEARCH RESULT

From the description above, it can be described in detail from the results of literature review articles found by researchers then;

Influence of Recruitment with Organizational Development

From some of the above articles a study from (Djabatey, 2012) with the results of research Job posting and employee referral is the main way to recruit potential employees and it is also proven that the recruitment and selection process is very effective and can also improve employee performance to magnify many challenges. The recommendations given include that all prospective employees be treated fairly in the recruitment and selection process and that employees continue to be evaluated to improve their performance, then studies from (Laiu & Voicu, 2021);(Angkoso & Setyawati, 2019) with the results of research Employees have the greatest influence on the success of the company compared to other factors such as capital, raw materials, and machinery. However, not all employees become productive employees. These employees should be selected, placed, trained, and evaluated based on their abilities and rewarded for all their contributions to the company. If a company is able to provide benefits and insurance to each employee, it will increase labor productivity. As the company develops, employment issues become more complicated, so personnel management must be handled professionally by other departments in the company, namely the HR department. Human resource management, commonly known as human resource management, is management that specializes in the field of human resources or human resources, subsequent studies from (Yadav et al., 2021) with the results of effective recruitment and selection research are positively correlated with organizational development and this research clearly shows that if an organization is able to carry out an effective recruitment and selection process, They can lead to better organizational development.

The Influence of Servant Leadership with Organizational Development

The literature review of this variable is very minimal, so researchers have difficulty, only providing one scientific article that intersects with the following research variables (Taryaman et al., 2017);(Aima et al., 2017);(Rony et al., 2021);(Rachmawati & Lantu, 2014) where the results of the study state the development of serving leadership theory talks about the concept and model of this leadership style, but the measurement of serving leadership seeks to find empirical research to measure the concept of servant leadership. Both streams are important for strengthening leadership theory that serves from an academic perspective. However, both methodology and theoretical structure criticize the theory of servant leadership and the development of measurement. But the results of the above article do not fully state that the independent variable and the dependent variable are mutually significant so that the researcher.

DISCUSSION

From the results of the discussion above, researchers see from several variables in this study two variables, namely between recruitment and organizational development, were found significant from some existing article literature, the second between the variables of servant leadership on organization leadership does not state influence or is not directly affected, it's just a general discussion.

In general, from this study, researchers see that it is still rare to discuss between the variables in this study and there are other variables that can be used as research gaps in the future.

CONCLUSIONS AND RECOMMENDATIONS

The influence between recruitment and organization development is from some article literature obtained so that researchers can conclude that this research is significant with the addition of several accompanying variables or as a research gap in further research in the future.

Recommendations for this study there are several variables that exist Together found in the scientific articles used in this study so that those variables as gaps in future research such as variables Selection Practices, Organization, Personnel Management, Selection Practices, Leadership styles, teamwork, competence employee.

ADVANCED RESEARCH

Researchers realize this research is far from perfect and this study corroborates from past studies and other variables that exist as gaps for human resource research by other studies.

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