

## Analysis of Recruitment, Talent Management, and Work Engagement Impact on Sustainability Organization at International Freight Forwarding Company

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### ABSTRACT

This research aims to look at the relationship between variables and analyze the factors causing decreased organizational sustainability. This research uses a literature review study to systematically review previous articles to see their correlation with current research. The results show a relationship between all independent variables and the dependent variable. This finding could really be something new in qualitative research, organizational sustainability can increase with effective recruitment, and the implementation of talent management at all levels, thus creating an atmosphere of work engagement from new employees entering work until retirement in expedition companies. In human resource management research, there is no research framework like this article and the hypotheses in this research are very rarely found in previous research.

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## **INTRODUCTION**

A freight forwarder is a company document manager, export consignment, and Accept imports and customs duties. That company the research object of this topic is the transportation company A freight forwarding company is a company operating in the field of freight forwarders. There is an increase in demand from customers, such as manufacturing companies looking for an integrated logistics package that can deliver value to their goods throughout the supply chain journey, instead of discrete transportation services traditional. In addition, customers expect logistics service providers to provide service quality such as on-time delivery, wide network, and flexibility. One of the Transport Company's customers Freight Forwarder indicates Freight Forwarding Company Hopefully he will be able to spread the latest information about the rules and conditions surrounding the services provided to them and The delivery company was very easy to contact. This research has previously been widely researched and is in line with research from (Anthony & Benson, 2019);(Archetti & Peirano, 2020);(CA et al., 2023).

The main activity of a freight forwarder is to purchase transportation services from many different shipping companies or ship owners (carriers) and create a variety of shipments from multiple shippers within the range of small or large quantities, to certain destinations at cheaper prices. From this perspective, freight transport services are considered important by a company that works hard to achieve two goals at the same time, that is Customer satisfaction (product delivery on condition, time, and location) appropriate) as well as cost savings (avoiding unnecessary activities and expenses to resolve freight and documentation issues yourself). From this perspective, freight services Transportation is considered important by companies that work hard to achieve two goals at the same time, which are customer satisfaction (product delivery under the right conditions, at the right time, and in the right place) as well as save costs (avoid unnecessary and costly activities to solve the problem yourself) goods, documents). Scope of activities of freight forwarders as service providers freight forwarder and third party (3PL:Third-party logistics) is enabled International level. This research has previously been widely researched and is in line with research from (Van Asch, 2021);(Anggorowati, 2018);(Naumov, 2018)

Usually, to support export entrepreneurs, especially in export activities, they are supported by a business unit whose purpose is to provide services or organize all activities necessary for export activities. export, by sending, transporting, and receiving goods by multimodal or road transport or by sea and air, commonly known as shipping companies. Freight forwarding is a service for transporting goods from one place to another by air, sea (shipping line), and road (container). . This research has previously been widely researched and is in line with research from (Daniswara, 2022);(Purnamasari & Sarinah, 2014);(Yudi & Ruswanti, 2021)

In general, productivity contains the sense of comparison between the results obtained (output) and the total resources used (input). The level of productivity achieved is a measure of economic efficiency and progress for the

size of a country. Thus, it can be concluded that productivity is the way of production or increasing the production of goods and services as much as possible by using resources effectively. In other words, it can be said that the definition of productivity has two dimensions, which are efficiency and effectiveness. The first dimension is linked to achieving maximum work, in the sense that achieving goals is linked to quality, quantity, and time. The second dimension involves the efforts of comparing the input with the implementation of its use or the way the work is done. This research has previously been widely researched and is in line with research from (Sasidaran, 2018);(Waruwu, 2016);(Fibriany, 2017);(Wahyuningsih, 2018)

Strategy is a strategy usually implemented by top management to win the war involving the organization. In the business world, it is often said that strategy is a general statement from senior management about what businesses the organization is doing currently and what areas of operations the organization wishes to develop in the future. Senior leadership must know exactly what the organization's strengths are, what weaknesses may exist, what opportunities may arise, and how to exploit them, as well as what threats may arise and how to exploit them. as well as which threats are most effective in dealing with them. On the other hand, it is necessary to know the strengths and weaknesses of the opponent in order to be able to identify appropriate tricks so that the opponent is not able to take advantage of the opportunity and even if possible eliminate them. opportunity so it does not have the reliability to deal with the threats it faces. This research has previously been widely researched and is in line with research from (J. Wang et al., 2023);(Nur Kholifah & Aidil Fadli, 2022);(Siagian et al., 2023);(Chiniara & Bentein, 2018).

Every organization must strictly adhere to the principle of efficiency. Simply put, the efficiency principle is essentially about avoiding all forms of waste. Consider the fact that an organization's ability to procure and own facilities and infrastructure is also known as capital and power, what it takes to operate, the wheels of the organization always limited, although the goals to be achieved are unlimited, there is never any justification for allowing waste to occur. The experience of various organizations clearly shows that there are many factors that cause inefficiencies, for example, waste can arise due to the dysfunctional behavior of members of the organization and due to the incompatibility of knowledge and skills of actors in the use and operation of existing facilities and infrastructure. This research has previously been widely researched and is in line with research from (Russell et al., 2018);(Renwick et al., 2013);(Sgarbossa et al., 2022).

The leader of an organization is a key position to be able to deal with rapid change as well as to be able to create organizational change and development requires a leader who has leadership that can encourage or make the organization or company have a culture that nourishes creativity and can always maintain the breath of creativity and always give birth to new innovations that produce sustainable growth or sustainable development as a prerequisite for organizational change and development. This research has

previously been widely researched and is in line with research from (Widiyanto et al., 2023); (Febrian et al., 2023);(Rettrisunz et al., 2023);(Susanto et al., 2022);(Abdul et al., 2023);(Simamora et al., 2019).

## THEORETICAL REVIEW

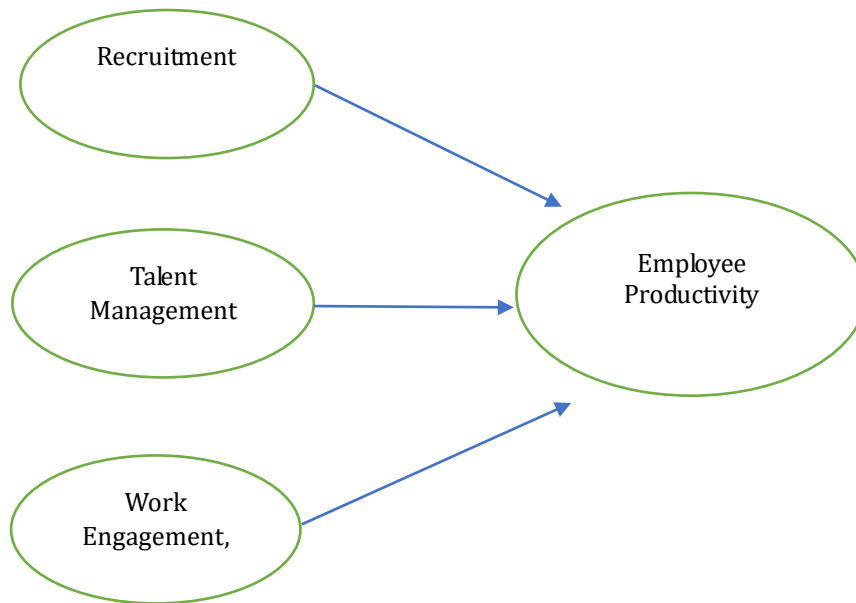


Figure 1. Research Framework

**X1 Recruitment:** Recruiting employees is one of the key steps to create professional human resources (HR) in the company. This process includes recruiting, selecting, training and developing potential employees. An organization or company must have the ability to screen and select candidates to obtain professional employees. The workforce selection process is typically performed by a company's human resources department. During the employee recruitment process, the company must determine the criteria that candidates must meet. If the company takes the wrong steps in the recruitment process, it will cause negative consequences for the company later. Recruitment is also a series of seeking and attracting job applicants with the motivation, ability, skills, and knowledge needed to cover the necessary to cover those identified in staffing planning staffing planning. Recruitment aims to provide enough employees enough employees so that managers can select employees who meet the qualifications they require. This research is in line with previous research(Bell & Sheridan, 2020);(Faustino & Sulistya, 2022);(Dekanawati & Sundarti, 2020);(Andreani, 2015);(Susanto et al., 2023);(Dekanawati & Sundarti, 2020).

**X2 Talent Management:** Talent management practices have become a strategic need for organizations. This practice model aims to optimize the role of human resources held by the organization. Talent management is human resource management accomplished by a sustainable and effective process of analyzing, developing and utilizing talent to meet business needs. The goal of

talent management is to develop competitive advantage by leveraging the potential of a group of employees to achieve optimal performance. In addition to being carried out within the organization, talent management can also begin with talent search of potential employees (Talent Search). Talent mapping is the practice of mapping the human resources within an organization. Organizations want to know the percentage of existing HR skills compared to achieved performance. From this activity, the organization will obtain information about its 9-quadrant HR map. The results of this mapping can be used for a variety of purposes, including strategies for developing talented individuals and individuals with weaknesses in many areas. In addition, management must also know the difference between shortage and surplus of human resources to develop and implement appropriate strategies. A talent pool is a group of people considered talented, capable of demonstrating outstanding or exceptional performance and serving as role models or examples for other employees to behave in accordance with the values to which the company adheres. defense. The goal of talent pipeline is to help create and sustain organizational excellence through proactive efforts to identify and place existing talent (quality human capital) into key positions in the organization. The principle of talent sourcing is to place people with average or high skills or potential who can support the performance expected of the organization. This research is in line with previous research (McCauley et al., 2013);(Savanevičienė & Vilčiauskaitė, 2017);(Anwar et al., 2014);(Kaliannan & Adjovu, 2015);(Parmenas et al., 2021).

**X3 Work Engagement:** Employee engagement is an employee's positive state, attitude, or behavior toward their work and organization, characterized by feelings of enthusiasm, dedication, and passion for achieving goals. organizational goals and achieving success.

An employee who is highly committed to the organization will understand and care about the organization's operating environment, be enthusiastic about the job, have the ability to work with other employees, speak well of the organization, and go above and beyond. far from organizational expectations. According to Gallup (2004), there are three levels of employee engagement, which are: Commitment. A dedicated employee is a builder. They always perform at a high level. These employees will be willing to use their talents and strengths in their daily work and will always work with passion, always developing innovation for the company to grow further. Uncommitted. Employees of this type tend to focus on tasks rather than achieving career goals. They always wait for orders and tend to feel their contributions are ignored. Retiring. This type of employee is a cave dweller. They continuously show resistance in all aspects. They only see the negative side over and over again and every day this positive, disengaged guy sabotages what the engaged workers are doing. This research is in line with previous research (Ruhayat et al., 2022);(Rahmah, 2013);(Gottman et al., 1998);(Stirpe et al., 2022);(Al Mehrzi & Singh, 2016)

## METHODOLOGY

The research method used is a qualitative method based on the results of analyzing scientific articles from international journals with research results corroborated by researchers. Below is a table of data describing scientific articles that provide results that support and prove this scientific article as follows:

Table 1. Distribution of Articles, Journals, and Publishers

No	Authors & Title	Publisher	Journal	Result
1	(N. Wang et al., 2017) - The role of project management in organisational sustainable growth of technology-based firms	Elsevier	Technology in Society	Significant
2	(Sun et al., 2022) - Sustainable organizational performance through blockchain technology adoption and knowledge management in China	Elsevier	Journal of Innovation and Knowledge	Significant
3	(de Freitas et al., 2017) - Impacts of Lean Six Sigma over organizational sustainability: A survey study	Elsevier	Journal of Cleaner Production	Significant
4	(Kumari & Singh, 2023) - A journey of social sustainability in organization during MDG & SDG period: A bibliometric analysis	Elsevier	Socio-Economic Planning Sciences	Significant
5	Socio-Economic Planning Sciences(Lukoschek et al., 2018) - Leading to sustainable organizational unit performance: Antecedents and outcomes of executives' dual innovation leadership	Elsevier	Journal of Business Research	Significant
6	(Schalock et al., 2016) -	Elsevier	Evaluation and	Significant

	A systematic approach to an organization's sustainability		Program Planning	
7	(Turi et al., 2019) - Impact of the cognitive learning factors on sustainable organizational development	Elsevier	Heliyon	Significant
8	(Norton et al., 2014) - Organisational sustainability policies and employee green behaviour: The mediating role of work climate perceptions	Elsevier	Journal of Environmental Psychology	Significant
9	(Thaher & Jaaron, 2022) - The impact of sustainability strategic planning and management on the organizational sustainable performance: A developing-country perspective	Elsevier	Journal of Environmental Management	Significant
10	(Ki & Shin, 2015) - Organization sustainability communication (OSC): Similarities and differences of OSC messages in the United States and South Korea	Elsevier	Computers in Human Behavior	Significant
11	(Merad et al., 2014) - A pragmatic way of achieving Highly Sustainable Organisation: Governance and organisational learning in action in the public French sector	Elsevier	Safety Science	Significant
12	(Reilly, 2020) - Social media,	Elsevier	Encyclopedia of the World's	Significant

	sustainability and organizations		Biomes	
<b>13</b>	(Bouncken et al., 2022) - Organizational sustainability identity: 'New Work' of home offices and coworking spaces as facilitators	Elsevier	Sustainable Technology and Entrepreneurship	Significant
<b>14</b>	(Shamsuzzoha et al., 2023) - Development of value proposition to promote green innovation for sustainable organizational development	Elsevier	Cleaner Engineering and Technology	Significant
<b>15</b>	(Bezerra et al., 2020) - Organizational capabilities towards corporate sustainability benefits: A systematic literature review and an integrative framework proposal	Elsevier	Journal of Cleaner Production	Significant

## RESULTS

As long as an organization remains dynamic and well-functioning, the formation of organizational culture is crucial to the sustainability of the organization. In general, many agree that culture is something tangible and that it plays an important role in shaping the behavior of its members. However, few people agree on what organizational culture actually is. According to the simplest definition, organizational culture can be understood as a system of beliefs and values that is developed by the organization and guides the behavior of its members, which can be in the form of modes of thinking and perception, reacting to a situation or event. or how to solve a problem.

Organizational sustainability often focuses on environmental, social and economic factors. Sustainability is a prerequisite for business survival in today's market. Sustainability, like digital transformation, requires organizational restructuring. Prioritizing sustainability helps meet investor needs, customer needs, regulatory requirements, attract talent and increase productivity. However, the push for a more sustainable approach to business can be attributed to a number of factors, including the need for globalization, corporate scandals, the global economic crisis and increased demand. Strengthen corporate oversight by external stakeholders. Therefore, the purpose of this study is to help define and reflect on "organizational sustainability" based on the activities of each organization and its environment.



This research model was created through the process of reviewing previous articles and looking at theories from experts to ensure the position of the independent variable as the variable that causes the dependent variable to have problems. This research has gone through a review of articles that correlate with the research topic so that the framework and title of this literature review study article have been formed.

## DISCUSSION

The definition of organizational development includes a planned and systematic study or approach to the performance of an organization, whether in the form of a business, government agency or other organization. According to experts, the definition of organizational development first appeared around the 1930s, when a number of psychologists and human relations experts became more and more aware of how organizational structures and processes influence organizational development. influence motivation and behavior in the workplace. There have been some criticisms of the development of this organization. Some people do not recognize organizational development as a scientific study or a subject. However, it turns out that as we develop, organizational development becomes more necessary and should be respected as a branch of science.

All the above definitions show the importance of organizational development. One of the benefits of organizational development is continuous growth or improvement. Organizational development will create a model of continuous improvement in which organizational development strategies are developed, evaluated, implemented, and evaluated for their quality. There are a number of factors that require organizational development, including the fact that changes in the organization and its environment are inevitable. Next, the importance of open communication. Another factor is the concern of organizational members about the changes taking place. Organizational development characteristics include humanistic values or positive beliefs about employee potential, systems orientation that includes all parts of the organization (structure, technology, and people), experiential learning, problem solving, contingency orientation, change agents, and level of intervention.

Organizational sustainability is becoming an important issue for all types of companies to reduce risks, face uncertain situations, and seek stability in a rapidly changing market. risks, face uncertain situations, and seek stability in a rapidly changing market. market, sustainability as the mother lode of organizational and technological innovation that generates bottom-line and top-line returns. organization and technology that generates bottom-line and top-line returns. Therefore, in addition to managerial sensitivity, there is also a strong need for continuous learning and knowledge management to achieve organizational sustainability. and knowledge management to achieve organizational sustainability. This viewpoint believes that knowledge management and organizational sustainability are positively related to each other.

## **CONCLUSIONS AND RECOMMENDATIONS**

It is recommended for further studies for other researchers, the addition of moderator or intervening variables in the next research framework, the addition of independent variables that crucially affect the dependent variable, this human resource management study can be a novelty and can be used as a reference for other researchers in the development of employees or company organizations.

## **FURTHER STUDY**

This article in the future needs to be further researched quantitatively in order to get accurate results on the relationship between variables and can become a policy that will be applied by company management in terms of the sustainability of corporate organizations in Indonesia.

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