

**MODEL PENINGKATAN KINERJA ORGANISASI
BERBASIS MANAJEMEN TALENTA MELALUI
*RELIGIOSITY ORGANIZATIONAL CITIZENSHIP BEHAVIOR***

DISERTASI

Diajukan untuk memenuhi sebagian syarat untuk
memperoleh gelar Doktor Manajemen



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UNIVERSITAS PENDIDIKAN INDONESIA
2025**

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Agustus 2025

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**MODEL PENINGKATAN KINERJA ORGANISASI
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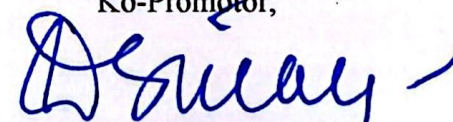
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PERNYATAAN KEASLIAN DISERTASI

Dengan ini saya menyatakan bahwa disertasi dengan judul “Model Peningkatan Kinerja Organisasi Berbasis Manajemen Talenta Melalui *Religiosity Organizational Citizenship Behavior*” beserta seluruh isinya adalah benar-benar karya saya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan. Atas pernyataan ini, saya siap menanggung risiko/sanksi apabila di kemudian hari ditemukan adanya pelanggaran etika keilmuan atau klaim dari pihak lain terhadap keaslian karya saya ini.

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ABSTRAK

Devi Nafiana. 2110167. Model Peningkatan Kinerja Organisasi Berbasis Manajemen Talenta Melalui *Religiosity Organizational Citizenship Behavior* di bawah bimbingan Prof. Dr. H. Eeng Ahman, M.S., Prof. Dr. Disman, M.S., Dr. Rofi Rofaida, S.P., M.Si.

Manajemen talenta semakin diakui sebagai aspek strategis yang penting di semua sektor, khususnya dalam organisasi sektor publik, di mana identifikasi dan pengembangan posisi-posisi kunci menjadi kunci keunggulan kompetitif yang berkelanjutan. Penelitian ini bertujuan untuk menganalisis dan mengkonstruksi model peningkatan kinerja organisasi berbasis manajemen talenta yang dimediasi oleh religiosity organizational citizenship behavior (ROCB), literasi digital, dan kinerja pegawai. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei eksplanatori. Analisis data dilakukan menggunakan metode Partial Least Squares Structural Equation Modeling (PLS-SEM) dan pengujian hipotesis multilevel melalui Hierarchical Linear Modeling (HLM). Unit analisis dalam penelitian ini adalah 28 instansi Badan Kepegawaian Daerah (BKD) dan Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) yang tersebar di Provinsi Jawa Barat. Responden penelitian terdiri dari 220 Pegawai Negeri Sipil (PNS) yang bekerja di instansi pemerintah daerah. Hasil penelitian menunjukkan bahwa manajemen talenta berpengaruh signifikan terhadap kinerja organisasi, baik secara langsung maupun tidak langsung melalui ROCB, literasi digital, dan kinerja pegawai. Temuan ini menegaskan pentingnya membangun sistem manajemen talenta yang adaptif dan terintegrasi, dengan memanfaatkan kemampuan digital dan mendorong perilaku kerja positif yang dilandasi nilai-nilai religiusitas. Penelitian ini memberikan kontribusi dalam pengembangan model kinerja sektor publik berbasis manajemen talenta strategis.

kata kunci: *manajemen talenta; religiosity organizational citizenship behavior; literasi digital; kinerja pegawai; kinerja organisasi.*

ABSTRACT

Devi Nafiana. 2110167. Organizational Performance Improvement Model Based on Talent Management Through Religiosity Organizational Citizenship Behavior. Under supervision of Prof. Dr. H. Eeng Ahman, M.S., Prof. Dr. Disman, M.S., Dr. Rofi Rofaida, S.P., M.Si.

Talent management is increasingly recognized as a strategic imperative across all sectors, particularly in public sector organizations, where the identification and development of key positions are central to sustaining competitive advantage. This study aims to analyze and construct a performance enhancement model based on talent management, mediated by religiosity organizational citizenship behavior (ROCB), digital literacy, and employee performance. Employing a quantitative explanatory research design, data were collected through surveys and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) and Hierarchical Linear Modeling (HLM) to test both structural and multilevel hypotheses. The unit of analysis comprises 28 Regional Civil Service Agencies (BKD) and Regional Civil Service and Human Resource Development Agencies (BKPSDM) across West Java Province. The study involved 220 civil servants (PNS) as respondents. The results indicate that talent management has a significant positive effect on organizational performance, both directly and indirectly, through ROCB, digital literacy, and employee performance. These mediating variables play an essential role in translating strategic talent practices into measurable improvements in organizational outcomes. The findings offer practical implications for local governments, highlighting the need for adaptive and integrative talent management systems that leverage digital capabilities and foster positive employee behaviors rooted in religiosity. This study contributes to the development of public sector performance models by emphasizing the strategic alignment between talent management and organizational effectiveness.

Keywords: *talent management; religiosity organizational citizenship behavior; digital, literacy; employee performance; organizational performance*

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