

## **The Role of Knowledge Management as Mediation on The Effect of Talent Management on Employee Performance**

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### **ABSTRACT**

*This studi aims to prove that knowledge management acts as a mediator between talent management and employee performance. The population of this research is the entire employee population of the firm services based in Bekasi, and there were 70 people who responded to the survey. The method for data collection that was used was a questionnaire submitted through a Google form, and the data was analyzed with smart PLS. The findings of this research reveal that talent management has an influence on employee performance and that knowledge management has the ability to act as a mediator between the influence of talent management and the influence it has on employee performance. The talent of management has become a determining factor in the success of businesses and the power of resources. Organizations are being put to the test to see how effectively they manage potential great people. Knowledge Management is able to develop expertise and motivation at work, which in turn pushes performance enhancement for individuals and companies. Every worker needs to have their own understanding of the company's knowledge because very bad knowledge is limiting and will keep the company from growing. Study thus still has drawbacks, one of which is that the data collecting instrument employs a questionnaire, which enables data to be acquired without being able to extract information needed in a way that is comprehensive and in depth.*

**Keywords: Talent management, Knowledge Management, Employee Performance**

## **INTRODUCTION**

Management is already a significant step forward from where it was before, at the moment, more people operate in the management role of being strategic than in the management function of being administrative. One of the functions of strategic management in an organization is to prepare sources of power or talent within the business that have the competence and potential to assist the achievement of organizational strategy, improve employee performance, and increase employee engagement (Senge, 1990). performance at the organizational level is dependent on performance at the individual level; to put it another way, performance at the individual level will lend support to performance at the organizational level. The performance of employees is one of the aspects used to evaluate an organization's level of success. An organization must be able to produce a high level of employee performance so that it can maintain its existence and attain superiority in a sustainable competition. The success of an organization in growing its connection to its employees will have an effect on the performance of those employees as a result. According to Dessler (2006), a performance employee is one whose actual performance is evaluated in comparison to the performance that is anticipated of employees. one form of business from the company for the purpose of maintaining personnel inside the organization, which is accomplished through the implementation of talent management and knowledge management.

The current firm anticipates

having a source of power in the form of humans working in groups, and as a result, the company itself must appear to have the requirements necessary to preserve the talent that is held by the company in the talent management plan. One method to recruit, cultivate, and keep talented employees is through talent management, which is one of the methods. According to Pella and Afifah (2011), management talent is the process of ensuring that a company has the ability to fill important positions with future leaders who are supportive of the organization and the position that the company holds in regard to its core competencies. Get and rate employees, learning and development, management performance, and compensation are all components of talent management, which are designed to attract, retain, develop, and motivate employees. Talent management can be defined as an effort that is strategically and systematically planned by an organization for the use of a bunch of practice management source power human.

Tusang and Tajuddin (2015) presented evidence to support their claim that effective talent management has a major positive impact on employee engagement. Finding this developed from exploratory research on understanding practice management talent as a technique for influence attachment employee where by significant influence performance in organization. According to research carried out by Bhatnagar (2007), if the amount of work offered by a firm to an employee is low, then that

employee's attachment to the company is also low. On the other hand, if the amount of work given is large, then the level of attachment to the employee is high.

The purpose of this study was to examine talent management, which aims to plan employees' careers and provide them with organizational support and incentives in order to achieve high levels of employee attachment. A similar finding was reported by Alias et al. (2014), who found that practicing management talent (support managerial, development career employees, awards and recognition) has a favorable link with employee attachment. According to Lewis and Heckman (2006), on a larger scale broadly, talent management is also meaningful how a company manages source power beginning with the recruitment process, placement employees, appraisal work, training and development career, and until employee leave company so in the end goals company could reached. one targeted goal, which was to boost staff performance, was successfully accomplished. According to Mangusho et al. (2015), organizations are able to raise their competency, influence their employees' achievements, and increase their level of employee performance when they implement talent management techniques such as rotating work shifts. This study also establishes that managerial talent might have a direct influence on the performance of employees if the organization planned to improve and employees' careers were properly managed.

According to research carried out by Karuri and Nahashon (2015),

the results of an employee's work as part of a work team, as well as the employee's level of satisfaction with their work and engagement with their work, are significantly affected by power pull, retention, training, and management career. Irtamieh et al. also lend credence to this theory. al (2016) discovered that the level of interests and implementation of management strategy talent, quality service, and satisfaction receiver benefit have results that are favorable and significant. It was indicated by Nzewi et al (2015) that there is a beneficial influence among managerial talent and employee performance.

Knowledge management refers to the process of managing employee knowledge in an organization in order to make it as efficient and effective as possible. It is a management strategy that sources power from another human being on the inside and increases performance among employees and engagement among employees. Every corporation needs to be aware that the information that is already available within the company can be put to good use in ways that are both efficient and productive. On the basis of the knowledge that employees have, the quality of the employees can be identified and evaluated. Every worker should have their own understanding of the company's policies and procedures because knowledge is not very limited and will continue to expand. Improve the process knowledge of the employees by providing them with educational and training opportunities. According to Juan et al(2016) .'s research, the framework theory demonstrates that

management knowledge influences employee attachment. In addition to this, Rahman (2015) mentioned that there is a major influence of Anatra management knowledge to attachment employees. According to the findings of this research, the level of staff engagement is evaluated along three dimensions: leadership, goals that require resolve, and bait back. Knowledge Management has the potential to boost both competence and motivation at work, which can ultimately lead to an improvement in performance for both individuals and businesses.

If an employee is backed by the knowledge they possess, their performance would reach results that are more maximum. The research conducted by Torabi et al. (2016) reveals that considerable knowledge management has an impact on employee performance. The findings of research conducted by Rahman and Hasan (2017) further reveal that the process components of knowledge management have a substantial association with job satisfaction and organizational success. Research from Kosasih and Budiani (2007) found that the components of knowledge management in the form of job procedures for performance show a positive direction but a very little value that is of 0.099. If, on the other hand, one looks at the influence in total between personal knowledge and job procedures to performance, then the acquisition value will be more tall of 0.555. This is also corroborated by the research conducted by Nisa et al. (2016) in the state examined by Partial Variable Management Talent to Performance Employee Show Take Effect No

Significant.

## **LITERATURE REVIEW**

### **1. Talent Management**

According to Pella and Afifah, talent is what makes humans wish to retain company because of the advantages it provides. It is also possible to view talents as having been identified in employees as having the potential to become future leaders of the firm ( Pella & Afifah , 2011). If one understands talent, one would realize that talent management refers to a procedure that ensures a company will be able to fill in critical positions for future leaders who are supportive of the firm and the stance that the organization holds in regard to its core competencies ( Tusang & Tajuddin, 2015). The term "talent management" can also be interpreted to mean "management strategic for manage inner talent flow something company with destination ensure availability talent supply for aligning the right employees with the right job at the right time based on destination strategic companies and priorities activity company or business company" (in English) (Pella & Afifah , 2011).

### **2. Knowledge Management**

According to Armstrong (2009), management knowledge is any method or technique that is used to produce knowledge, acquire knowledge, capture knowledge, share knowledge, and use knowledge in order to boost an organization's learning and performance. According to Tobing (2007), management knowledge is

defined as the corporate knowledge management in create score business and earn superiority sustainable competition with optimize the creation, communication, and deployment processes in order to contain all the knowledge required in skeleton achievement destination business. Knowledge of management as approaches that help create systems that appear and flow information and knowledge to the appropriate people at the appropriate times in order to generate value.

### **3. Employee Performance**

According to Rivai (2004), performance is something that is a function of both one's abilities and one's level of motivation. Someone must have specific degrees of preparation and competence level before they can completely carry out their duty or task. Performance on the part of employees is a crucial factor in determining how successfully a company will achieve its objectives. The method of seeing results and evaluating performance is one way that can be used to see how a developing company is performing. According to Simanjuntak (2011), performance can be defined as the level of achievement that leads to certain results during implementation. Management performance refers to all of the activities that are carried out for the purpose of increasing the performance of a company or organization. This includes the performance of both the individuals working at the company and the performance of

the group work. Individual performance, group performance, and company performance are all impacted by a wide variety of internal and external factors within and outside of the organization.

### **Hypothesis Development**

#### **The Relationship Between Talent Management and Employee Performance**

Talent management is a word for managing talent based on performance. It also refers to the ability to differentiate something that appears excellent from perceptions humanistic and demographic. Management talent involves more than just recruiting people; it also involves planning succession, educating employees, and placing them in the appropriate positions at the appropriate times. According to the findings of the research conducted by Mangusho et al. (2015), an organization's capability to increase competence influencing employees accomplishment performance high employees can be improved via the use of practice management talent such as rotating work shifts. Study it also establishes that managerial talent might have a direct influence on the performance of employees if this was combined with planning for career progression for employees and progress for the firm. On the basis of the presentation, then, the following hypothesis is proposed for consideration:

H1 : Talent Management has an effet on knowledge management

#### **The relationship between talent management and knowledge management**

According to Alias et al. (2014), there is a positive correlation between

practice management talent (support managerial, development career employees, awards and recognition), and attachment employee. In addition to this, it was shown that a favorable association exists between employee attachment and staff retention. Payambarpour & Hooi (2015) shows a connection positive among index management management and performance organization, strategic HR and performance organization, as well as attachment employees and performance organization. The analysis result regression hierarchical for determine influence mediator mediation (attachment employee) shows that involvement employee mediate connection among practice management talent (development career employees and rewards as well as confession. In this study, the importance of attachment was also emphasized as a relationship mediator between strategic HR and performance organization in the context of talent management. Due to the fact that it has been exposed to it, the following hypothesis has been proposed:

H2 : Talent Management has an effect on knowledge management

**The Relation Between Knowledge Management and Employee Performance**

Management knowledge consists of a series of processes for creating, communicating, and applying corporate knowledge in order to create a score for the business in addition to increasing the learning and performance of employees and organizations. The job of knowledge management is extremely vital in life organizations in skeleton in order to boost staff productivity and

competency. Knowledge Management has the potential to boost work-related skills and motivation, which in turn can push individuals and organizations toward higher levels of performance. If an employee is backed by the knowledge they possess, their performance would reach results that are more maximum. Researchers Torabi et al. (2016) shown that the existence of knowledge management has a substantial impact on employee performance. On the basis of the presentation, the following hypothesis is put forward for consideration:

H3 : Knowledge management has an effect on employee performance

**The Relation between Talent Management and employee performance mediated by the knowledge management**

According to research carried out by Nzewi et al. (2015), it was discovered that there is a positive influence among management talent and performance employees. Researchers have come to the conclusion that management talent has a significant relationship with employee performance. Following the examination of the data, the testing of the hypothesis, and the findings of the study, the researchers came to the conclusion that increasing employee retention talent and commitment through remuneration, recognition, achievement, and enrichment content adequate work; work-life balance; interesting and challenging tasks; relationships; harmonious work; and satisfying excellence; will increase employee retention talent and commitment.

Knowledge management is one of the contemporary factors that are becoming increasingly prominent in attempts to boost employee performance inside an organization. Awareness organization in which information serves as the power main mover organization in order to Becomes flourish and progress already not avoided again. This can be seen from the findings of the study carried out by Khanal and Poudel (2017), the findings of which make it abundantly clear that the components of the Knowledge Management process have a significant relationship with employee satisfaction at work and performance. On the basis of the presentation, the following hypothesis is put forward for consideration:

H<sub>4</sub>: Talent management has an employee performance mediated by knowledge management.

### **RESEARCH METHODS**

This is a quantitative study that makes use of a questionnaire as a data collection tool. The type of research that was used in this study was . This is the required data for the study, and they are primary data. Employees of the company who provide services in the Bekasi region are the focus of this particular study's population. Depending on the quantity indication, the determination amount for the representative sample is multiplied by five and then added to ten. Therefore, the calculated amount of the minimum sample required for this study is a total of 70. The primary data collecting process involves deploying a questionnaire to gather information regarding talent management and knowledge management for

employees of firm services based in the Bekasi region. For the purpose of this study, the data that needs to be collected is the respondents' perceptions. This is because the simplest measurement technique is to use a questionnaire, and this questionnaire will be given to each respondent. The questionnaire acts as an instrument or tool that measures what will be delivered directly. A questionnaire or questionnaire will be designed with the use of closed questions, which are questions for which more than one answer has been provided as an alternative. This allows the respondent to choose the answer that is thought to be the most appropriate given the conditions of the survey. The Likert scale, with its five different level intervals, was chosen as the measuring scale for this research. Giving a score on the selected scale respondent ie with lowest level given value of 1 , and level highest level given value 5. Technique, analysis, and statistics are performed using the PLS program. This technique is utilized when processing the data.

### **RESULTS AND DISCUSSION**

#### **The Value of the R square Test**

Table 1. R square value

<b>R Square</b>	
<b>EP</b>	0,826
<b>KM</b>	0,736

According to table 1, it demonstrates that score The resulting R-square for the employee performance variable with a value of 0.826 or by 82.6% and the knowledge management variable with a value of 0.736 or of 73.6%, recognizing that contribution in this study is sufficient sufficiently big.

**Structural Model Tests**

In order to acquire the Structural Model Test, we used

SmartPLS 3.0 in conjunction with testing Bootstrapping.

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
KM -> EP	0,540	0,543	0,105	5,145	<b>0,000</b>
TM -> EP	0,402	0,395	0,105	3,831	<b>0,000</b>
TM -> KM	0,858	0,846	0,068	12,650	<b>0,000</b>

Tabel 3. Spesific indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
TM -> KM -> EP	0,463	0,461	0,107	4,349	<b>0,000</b>

**DISCUSSION**

**The Effects of Talent Management on the employee Performance**

The findings of this research are not in line with the findings of a study that was conducted in the past. That study, which was conducted by Mangusho et al. (2015), found that through practice management talent like rotation work, organizations are able to increase their competence and influence employees to achieve high levels of performance. Karuri and Nahashon (2015) in their research also state the same thing, which is that Talent Management and its components such as discovery, acceptance, development, and retention by considerable influence performance employee state the same thing. Refah Kargaran, Tehran. Both Nzewi et al. (2015) and Sadri et al. (2015) support the findings of previous research indicating that there is a significant and positive connection between talent

management and employee performance. According to the findings of this research, the theory proposed by Hersey et al. and published in Wibowo (2007), which states that one determinant of an employee's performance is the talent they possess, contradicts these findings. this can caused by several factor among them is application management new talent implemented in Employment, then commitment management, then It can also come from employees that feel yourself not yet by effective implement management talent that has given company to himself as a development strategy self and improvement performance

**The Effects of Talent Management on Knowledge Management**

Sadeli (2013) showed that practice management talent nor culture organization influence attachment employees, temporary Support organization by no direct



influence attachment employee where dimensions Support organization is dimensions strongest in employee engagement variable. Alias, et, al (2014) in the research indicate practice management talent have association positive with attachment employees. Study this emphasis essential involvement as a connection mediator Among HR management and performance organization in context management talent. Payambarpour & Hooi (2015) and Ekhsan (2020) in the research indicate favorable association between index management management and performance organization, strategic HR and performance organization, as well as attachment employees and performance organization. Irtamieh, et. al (2016) revealed that level importance and implementation of Management Strategy Talent, Quality Service, and Satisfaction Receiver Benefit have results positive and significant. This is also supported by Sadri, et al. (2015), where the results of their research show that there exists a significant positive connection between talent management and staff performance in organization the.

#### **The effect of knowledge management on the employee performance**

The application of knowledge management that has been implemented by the company is also just capable of having an impact on employee engagement in it, but it has not yet been shown to improve employee performance. The findings of this study indicate that job procedures have an effect that is not significantly related to employee performance. These findings support

some of the findings of a study conducted in the past by Kosasih and Budiani (2007), which demonstrated that on influence direct personal knowledge and technology have an effect by significantly related to employee performance, whereas job procedures have an effect that is not significantly related to employee performance. Research results this no in line with results of previously carried out by Torabi, et.al (2016) in the research illustrate the impact of Knowledge Management on the performance of employees and components by significantly influencing HR performance as well as all component performance. The findings of Khanal and Poudel (2017) make it abundantly evident that the different components of the knowledge management process have a strong association with employee performance and job satisfaction. Both Rahman and Hasan (2017) and Saeed (2016) have come to the conclusion from their respective studies that knowledge management has a considerable and favorable influence on employee performance. According to the findings of this research, the theory proposed by Hersey et al. and presented in Wibowo (2007), which claims that one factor of an employee's performance is the information they possess, is also out of sync with these findings.

#### **The effect of talent management on employee performance mediated by knowledge management**

Previous research carried out by Rahman (2015) put the theory of knowledge management developed by Ducker to the test (2010). Donations theoretical writer that is

test knowledge management theory from theory Beccera Fernandez & Sabherwal (2010), which comprises of knowledge discovery, capture, sharing, and application.). Donations theoretical writer that is test knowledge management theory from theory. The findings of the study conducted by Alias et al. (2014) are based on the results of an analysis of the Pearson correlation, which demonstrates that practice management talent (support managerial, development career employees, awards and recognition) has a positive correlation with attachment employees. In addition to this, it was discovered that a positive correlation exists between employee attachment and employee performance. Analysis of the results of a hierarchical regression in order to determine the influence of mediation (attachment employees) reveals that attachment employees mediate connections among practices involving talent management (development of careers for employees, awards, and recognition). Talent management is one of the current elements that is popular in increasing employee performance in organizations. Awareness organization in put management talents power main mover organization in order to become one that excels and develops already no avoided again.

**CONCLUSION AND SUGGESTION**

Talent management is possible contribute on employee performance. The impact of talent management on employee performance can be moderated through the use of

knowledge management. The worker's performance could stay at a good enough level, and they could even improve it to the point where they made a significant contribution to the organization's overall growth. The management skills and knowledge that employees already possess are a good thing, whether they were gained through previous experience or through seminars and training provided by the company to employees. The management of one's talents is one of the current elements that are becoming increasingly popular in the quest to improve employee performance in organizations. Awareness organization in put management talent as power main mover organization so that Becomes excel and develop already no avoided again, and practice management talent like rotation work, organization capable of increasing competence influencing employees achievement performance high employees. Awareness organization in put management talent as power main mover organization so that Becomes excel and develop already no avoided again.

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