

Talent Management and Knowledge Management Effects on Employee Performance: The Mediating Role of Job Satisfaction

(A Study on Employees of Yayasan Bina Tani Sejahtera)

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Abstract

This study aims to analyze the role of job satisfaction as a mediating variable in the relationship between talent management, knowledge management, and employee performance. Effective human resource management is considered essential in ensuring the alignment between employee competencies and job placement in order to enhance performance. This study adopts a quantitative approach involving 65 employees of the Bina Tani Sejahtera Foundation distributed nationally, using a simple random sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that talent management and knowledge management have a positive and significant effect on employee performance, both directly and indirectly through job satisfaction. These findings confirm that job satisfaction serves as a significant partial mediator, underscoring the importance of job satisfaction in strengthening the effectiveness of organizational talent and knowledge management practices. Theoretically, this study contributes to the human resource management literature by enriching the understanding of job satisfaction as a mediating mechanism. Practically, the findings provide implications for the management of the Bina Tani Sejahtera Foundation to reinforce talent management and knowledge management practices as sustainable strategies for enhancing employee satisfaction and performance.

Keywords: Employee Performance; Job Satisfaction; Talent Management; Knowledge Management.

INTRODUCTION

The agricultural sector is one of the main pillars of national economic development; however, the complexity of its implementation at the operational level remains an ongoing challenge. Within the agricultural sector, which constitutes the primary scope of Yayasan Bina Tani Sejahtera, operational challenges are still substantial. According to the Indonesian government portal Indonesia.go.id, as reported by Ismadi Amrin (2025) in the article entitled “Sektor Pertanian Bakal Topang Pertumbuhan Ekonomi 2025” although the agricultural sector contributed IDR 41,040 billion and accounted for 10.45% of economic growth in the second quarter of 2025, field-level assistance remains complex due to the involvement of more than 27 million farming households and the low adoption of technology (Andoka & Adhi, 2025).

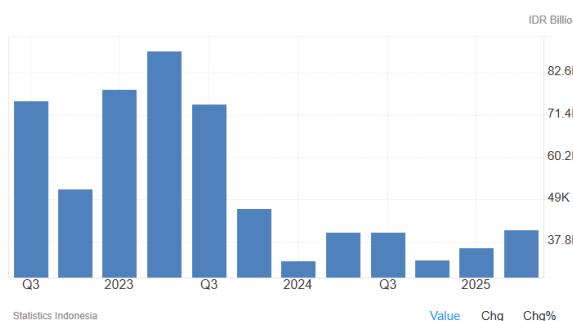


Figure 1. Economic Growth Statistics
Source: <https://id.tradingeconomics.com/indonesia/gdp-from-agriculture>

Competent human resources constitute a key factor in enhancing organizational performance, including within the Bina Tani Sejahtera Foundation, which operates in the agricultural sector. In a dynamic work environment dominated by field-based activities, organizations are required to manage talent and knowledge strategically to ensure sustainable performance. Drawing on the Resource-Based View (RBV) (Barney, 1991) and the Knowledge-Based View (KBV) (Home, 2009) talent management and knowledge management are understood as strategic resources that play a critical role in improving job satisfaction and employee performance, while simultaneously supporting the achievement of organizational competitive advantage. Talent management focuses on the processes of identifying, developing, and retaining high-potential individuals (Mantow H. & Nilasari B., 2023), whereas knowledge management emphasizes the creation, dissemination, and utilization of knowledge to support organizational learning and innovation (Herin et al., 2025).

In organizations where the majority of operational activities are conducted in the field, such as the Bina Tani Sejahtera Foundation, the effective implementation of these two practices becomes increasingly crucial, given the high demands for work adaptability, time flexibility, and the complexity of operational conditions (Collings et al., 2019; Gallardo-gallardo et al., 2020). Beyond structural and organizational system aspects, employees' psychological factors also play an important role in determining performance levels. Job satisfaction has been shown to be closely associated with employee attendance, engagement, and commitment, particularly in jobs that require sustained physical and emotional involvement (Hagen et al., 2025; Li et al., 2025).

Nevertheless, empirical findings regarding the relationships among talent management, knowledge management, job satisfaction, and employee performance remain mixed, especially in organizations characterized by intensive field-based work (Abdullahi et al., 2022; Boeck et al., 2018). This condition highlights the need for more context-specific empirical investigations, particularly within organizations supporting the agricultural sector, which exhibit distinct work dynamics and stressors compared to other sectors (Michelle et al., 2025; Thi et al., 2025). Although numerous studies have examined the effects of talent management and knowledge management on employee performance, existing findings remain inconsistent, particularly with regard to the mediating role of job satisfaction in organizations with high levels of fieldwork intensity. Moreover, most prior studies, such as (Setia et al., 2022), have focused on manufacturing, service, or logistics sectors, resulting in limited empirical evidence within the context of organizations supporting the agricultural sector, especially nonprofit organizations.

Therefore, this study aims to address this research gap by empirically examining the mediating role of job satisfaction in the relationship between talent management and knowledge management and employee performance at the Bina Tani Sejahtera Foundation. In line with (Al-Luhaibi et al., 2025; Sanders et al., 2024) the findings of this study are expected to enrich the context-based human resource management literature and provide practical implications for the development of more adaptive talent and knowledge management strategies oriented toward sustainable performance improvement.

Literature Review

Employee Performance

Employee performance refers to the level of employees' work achievement as reflected in the quality, quantity, and timeliness of task completion in accordance with organizational objectives. Talent management and knowledge management have been widely recognized as two key factors that enhance performance quality. Studies by (Collings et al., 2019), (Meyers & van Woerkom, 2014), (Pomaranik & Kludacz-Alessandri, 2024), (Mensah, 2015), and (Abdullahi et al., 2022) emphasize that talent-based approaches have a positive impact on employee performance. Meanwhile, research by (Ahmad et al., 2018), (Lehyani et al., 2023), (Sinaga et al., 2025), (Akram & Hilman, 2018), and (Shami et al., 2021) demonstrates that effective knowledge management also plays a decisive role in determining performance quality. Thus, employee performance can be understood as the outcome of managerial practices that strengthen employee competencies, motivation, and work experience.

Talent Management

Talent management is a strategic process aimed at identifying, developing, and retaining high-potential employees to support organizational sustainability and performance. In contemporary organizations, talent management has become a key strategy for attracting, developing, and retaining

top talent. Empirical evidence from (Collings et al., 2019), (Meyers & van Woerkom, 2014), (Pomaranik & Kludacz-Alessandri, 2024), (Mensah, 2015), and (Abdullahi et al., 2022) confirms its contribution to performance improvement. In the public sector context, (Tamsah et al., 2023) and (Masri & Suliman, 2019) also highlight the importance of talent management in supporting organizational performance. However, critical studies by (Gezgin, 2020), (Barkhuizen & Gumede, 2021), and (Supi et al., 2023) caution that talent management practices perceived as unfair may reduce employee satisfaction and organizational commitment.

Knowledge Management

Knowledge management refers to an organization's systematic efforts to create, manage, and utilize knowledge in order to enhance work effectiveness and innovation. It is considered essential because knowledge serves as a key driver of productivity. Knowledge management has been shown to improve performance across various organizational contexts, as evidenced by (Ahmad et al., 2018), (Lehyani et al., 2023), (Sinaga et al., 2025), (Akram & Hilman, 2018), and (Shami et al., 2021). Nevertheless, potential negative consequences may arise, as demonstrated by (Holten et al., 2016) through the phenomenon of knowledge hoarding, which can undermine trust and performance. In public organizations, (Tamsah et al., 2023) found that knowledge management supports the performance of healthcare professionals. Knowledge management is also associated with job satisfaction, as reported by (Kianto et al., 2016), although contrasting results were observed by (Kavalić et al., 2023) who identified negative effects on certain job aspects. These findings indicate that the effectiveness of knowledge management is highly dependent on organizational culture and reward systems.

Job Satisfaction

Job satisfaction refers to the level of employees' contentment with their jobs as a result of their evaluation of various work-related aspects. Job satisfaction plays a crucial role in shaping employee behavior and performance. (Memon et al., 2023) found that job satisfaction enhances performance; however, this relationship is not always consistent. (Hoboubi et al., 2017) demonstrated that job satisfaction does not significantly affect productivity under conditions of high work stress. As a mediating variable, job satisfaction has been shown to bridge the effect of knowledge management on performance (Kianto et al., 2016) and to influence the relationship between talent management and performance (Bolander et al., 2017). In contrast, (Ridwan, 2024) and (Putra et al., 2025) reported the absence of a mediating effect of job satisfaction in certain contexts. These mixed findings suggest that job satisfaction is highly sensitive to the quality of talent management, knowledge management practices, and employees' perceptions of fairness.

Based on the theoretical and empirical review above, this study proposes the following conceptual model.

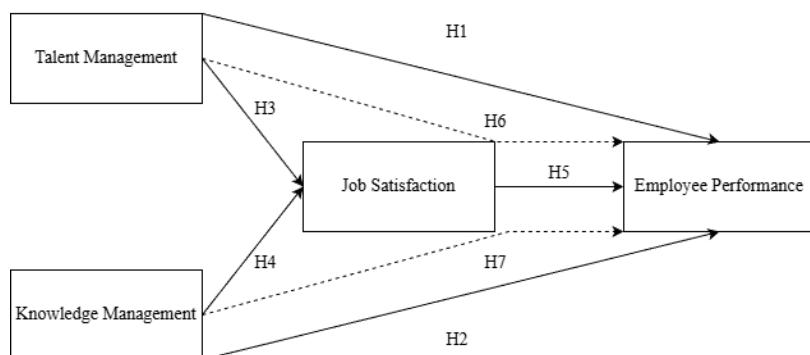


Figure 2. Conceptual Framework

Source: Processed data by the author, 2026

Based on the conceptual framework, the hypotheses developed in this study are as follows:

H1: Talent management has a positive and significant effect on employee performance.

H2: Knowledge management has a positive and significant effect on employee performance.

H3: Talent management has a positive and significant effect on job satisfaction.

H4: Knowledge management has a positive and significant effect on job satisfaction.

H5: Job satisfaction has a significant effect on employee performance.

H6: Job satisfaction mediates the relationship between talent management and employee performance.

H7: Job satisfaction mediates the relationship between knowledge management and employee performance.

METHOD

This study employs a descriptive quantitative approach to examine the effects of talent management and knowledge management on employee performance, with job satisfaction serving as a mediating variable. Grounded in the Resource-Based View (RBV) theory (Barney, 1991) and further developed through the Knowledge-Based View (KBV) by (Home, 2009), talent and knowledge management are regarded as core strategic mechanisms for enhancing employee satisfaction and performance. The research population comprised all 100 employees of Yayasan Bina Sejahtera. From this population, a sample of 65 respondents was selected using a simple random sampling technique (Noor et al., 2022), ensuring that each member of the population had an equal opportunity to participate in the study.

Research data were collected through a structured questionnaire developed using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The collected data were subsequently analyzed using both descriptive and inferential statistics, including validity testing, reliability testing, and hypothesis testing, with the assistance of relevant statistical software. Table 1 presents the measurement of the research variables, including all measurement items, and serves as the primary reference for the data collection process.

Table 1. Research Measurement Indicators Indikator

Variable	Indicator	Item	Measurement	Source
Talent Management (X1)	Talent Attraction	TM1	1. I am attracted to this organization because of its positive corporate image	(Aina & Atan, 2020)
		TM2	2. My organization implements competitive recruitment to attract qualified individuals	
	Talent Development	TM3	3. I receive training that is aligned with my skills	
		TM4	4. The training provided helps me improve my technical and non-technical skills	
	Career Management	TM5	5. The organization provides clear career paths that I can achieve	
		TM6	6. I receive support to develop my career	
	Performance Management	TM7	7. The performance appraisal conducted by my organization is structured	
		TM8	8. The organization provides opportunities for me to improve my performance	
Knowledge Management (X2)	Knowledge Capture	KM1	1. All of my work is well documented as evidence of performance	(Becerra-Fernandez & Sabherwal, 2001; Nonaka Ikujiro, 2007)
		KM2	2. The organization provides a dedicated storage system to document all work outcomes	
	Knowledge Sharing	KM3	3. I am open to sharing knowledge, information, and ideas with colleagues	
		KM4	4. My organization regularly conducts FGDs (focus group discussions)	
	Knowledge Application	KM5	5. I apply the knowledge that I possess in my work	
		KM6	6. The organization supports the implementation of my ideas	
	Knowledge Discovery	KM7	7. I am encouraged to explore and innovate in my work	
		KM8	8. The organization provides opportunities for me to develop new ideas	
Work Itself	JS1	1. I am satisfied with my job		
	JS2	2. My job provides challenges that I enjoy		

Job Satisfaction (Z)	Promotion	JS3	3.	The organization provides promotions based on performance	(Bakotić, 2016; Judge et al., 2017)
			4.	Promotion opportunities are available to all employees	
	Co-workers	JS5	5.	My co-workers are supportive in my work	
			6.	I have good relationships with my co-workers	
	Working Condition	JS7	7.	My work environment is comfortable and safe	
			8.	The organization's work facilities help me to be more productive	
	Employee Performance (Y)	Quality of Work	EP1	1. My work results meet organizational standards	(Koopmans, 2015)
			EP2	2. I consistently maintain the quality of my work	
		Quantity of Work	EP3	3. I complete a high volume of tasks on time	
			EP4	4. My productivity is stable and meets the set targets	
		Timeliness	EP5	5. I complete my work according to schedule	
			EP6	6. I am able to manage my working time effectively	
		Impact of Individual Relationships	EP7	7. I maintain good cooperation with my team	
			EP8	8. I appreciate the contributions of my co-workers	
	Need Supervision	for	EP9	9. I am able to work without close supervision	
			EP10	10. I take initiative in completing my work independently	

Source: Processed data by the author, 2026

RESULTS AND DISCUSSION

Result

This section describes the characteristics of the respondents, including gender, age, length of service, employment status, and department. The distribution of respondents in Table 2 is presented in the form of frequencies and percentages, which serve as the basis for interpreting the analysis results and for assessing the relationship between respondent characteristics and the variables examined. The description of respondent characteristics is presented as follows.

Table 2. Respondent Characteristics

Characteristics	Description		Frequency	Percentage
Gender	1. Male		41	63.1%
	2. Female		24	36.9%
Usia	1. 20-25 years		24	36.9%
	2. 26-30 years		30	46.2%
	3. 31-35 years		10	15.4%
	4. >36 years		1	1.5%
Length of Service	1. <6 months		11	16.9%
	2. 6-12 months		22	33.8%
	3. 1-2 years		21	32.3%
	4. >3 years		11	16.9%
Employment Status	1. Permanent		6	9.2%
	2. Contract		59	90.8%
Department	1. Manager		1	1.5%
	2. HRBP & GA Coordinator		1	1.5%
	3. Coordinator		1	1.5%
	4. Accounting/FA Officer & FA Jr. Officer		1	1.5%

5. FA Admin P4G Biochar	1	1.5%
6. Team Leader KTE & Jr. TL KTE	4	6.2%
7. DMC Officer & DMC Jr. Officer	1	1.5%
8. Data Monev Supervisor & Data Officer	3	4.6%
9. TFOs	52	80%

Source: Processed data by the author, 2026

The study involved 65 respondents who were demographically dominated by individuals in the productive age group. In terms of age, the majority of respondents were between 26 and 30 years old (46.2%), followed by those aged 20–25 years (36.9%), while the proportion of respondents aged over 35 years was relatively small (1.5%). This composition indicates that most respondents are in an active career phase and are therefore considered to have adequate capacity to provide objective and contextual assessments of the management practices implemented within the organization.

Based on length of service, respondents were predominantly employees with work experience of 6–12 months (33.8%) and 1–2 years (32.3%), indicating a sufficient level of exposure to organizational systems and work mechanisms. In terms of employment status, the majority of respondents were contract employees (90.8%), with the largest concentration in the TFOs position (80%). The dominance of contract employees at the operational level enhances the relevance of the research findings, as the collected data represent employees' direct experiences in implementing policies, managing knowledge, and responding to managerial practices in their daily work activities.

Data Quality Test

Model evaluation in this study was conducted through the assessment of the measurement model (outer model) and the structural model (inner model). The results of the outer model analysis indicate that all indicators for each research variable have loading factor values exceeding the minimum threshold of > 0.70 . Demonstrating that convergent validity has been adequately established and that the indicators are able to optimally reflect their respective latent constructs (Hair et al., 2021). The figure also presents the outer loading values of all indicators across each research variable.

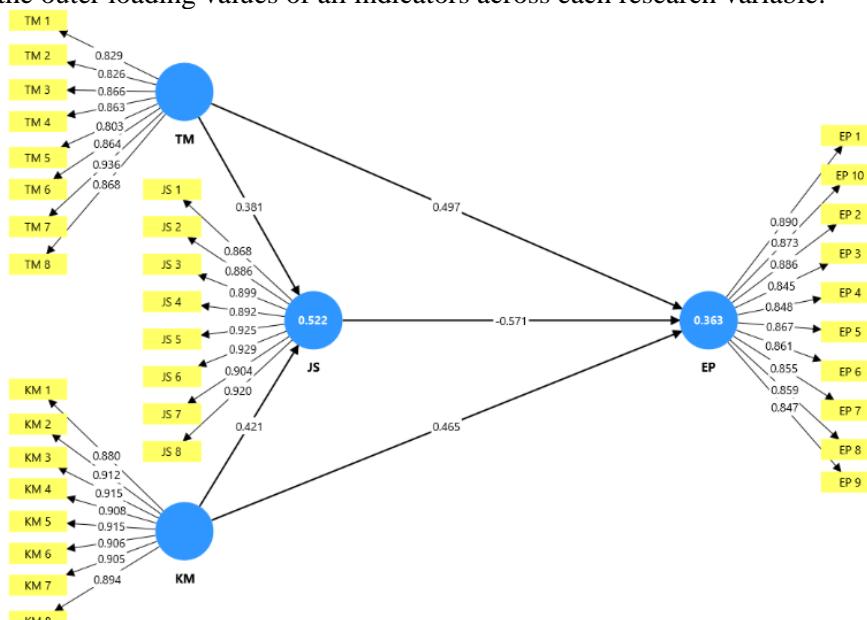


Figure 3. Path Coefficients

The structural model was evaluated by analyzing the R-square (R^2) and f-square (f^2) values to assess the strength of relationships among variables, as well as by testing the significance of the path coefficients using the bootstrapping technique. The reliability test results indicate that all constructs achieved Average Variance Extracted (AVE) values > 0.50 , along with Composite Reliability and Cronbach's Alpha values > 0.70 , confirming that the research instruments meet the criteria for good reliability and internal consistency (Hair et al., 2021). Table 3 shows that the TM, KM, JS, and EP variables satisfy the recommended validity and reliability criteria.

Table 3. AVE, Cronbach's Alpha, and Composite Reliability

Variable	Indicator	AVE	Cronbach's Alpha	Composite Reliability
TM	TM1			
	TM2			
	TM3			
	TM4	0.736	0.948	0.957
	TM5			
	TM6			
	TM7			
	TM8			
KM	KM1			
	KM2			
	KM3			
	KM4	0.818	0.968	0.973
	KM5			
	KM6			
	KM7			
	KM8			
JS	JS1			
	JS2			
	JS3			
	JS4	0.816	0.968	0.973
	JS5			
	JS6			
	JS7			
	JS8			
EP	EP1			
	EP2			
	EP3			
	EP4			
	EP5	0.745	0.962	0.967
	EP6			
	EP7			
	EP8			
	EP9			
	EP10			

Source: Processed data by the author, 2026

Discriminant Validity

Discriminant validity was assessed using the Heterotrait–Monotrait Ratio (HTMT) approach to ensure that each construct in the research model exhibits clear conceptual distinctiveness. HTMT values are considered acceptable when they fall below the threshold of 0.85 (Hair et al., 2021). Based on the results presented in Table 4, all HTMT values < 0.85, indicating the absence of excessive correlations among constructs. Therefore, it can be concluded that each variable accurately represents a distinct concept, and the discriminant validity of the research model has been satisfactorily established.

Table 4. HTMT

	EP	JS	KM	TM
EP				
JS	0.082			
KM	0.408	0.670		
TM	0.429	0.664	0.649	

Sumber: Data diolah oleh Penulis, 2026

The structural model evaluation was conducted by analyzing the R-square (R^2) and adjusted R-square values to assess the extent to which talent management and knowledge management explain the variance in the endogenous constructs. The coefficient of determination (R-square) ranges from 0 to 1 (Hair et al., 2021). The results of this assessment are presented in Table 5. The adjusted R-square value for job satisfaction is 0.522, indicating that talent management and knowledge management explain

approximately 52% of the variance in job satisfaction. This finding suggests that the model for this construct falls within the moderate explanatory category.

Meanwhile, the adjusted R-square value for employee performance is 0.363, indicating that talent management, knowledge management, and job satisfaction jointly explain approximately 36% of the variance in employee performance. Overall, these results demonstrate that the research model has a sufficiently strong explanatory power for variations in job satisfaction and employee performance. Therefore, the model is considered appropriate and relevant for subsequent stages of analysis.

Table 5. R-Square

	R-Square
JS	0.522
EP	0.363

Sumber: Data diolah oleh Penulis, 2026

The effect size (f^2) test results presented in Table 6 indicate that talent management has a moderate effect on job satisfaction ($f^2 = 0.185$) and employee performance ($f^2 = 0.199$). These findings confirm that talent management is a key factor that directly contributes to the formation of job satisfaction as well as employee performance.

Furthermore, knowledge management demonstrates a moderate effect on job satisfaction ($f^2 = 0.226$) and also exerts a moderate effect on employee performance ($f^2 = 0.169$). These results reinforce that both talent management and knowledge management constructs make meaningful contributions to explaining the variance in job satisfaction and employee performance.

Table 6. Effect Size

	JS	EP
EP		
JS		0.245
KM	0.226	0.169
TM	0.185	0.199

Source: Processed data by the author, 2026

Based on the guidelines proposed by (Hair et al., 2021), effect size criteria are classified as small when the value > 0.02 , moderate when it > 0.15 , and large when it > 0.35 . As presented in Table 6, the analysis results indicate that knowledge management is the most dominant predictor in the research model, particularly in shaping job satisfaction. In addition, job satisfaction is shown to make a significant contribution to explaining variations in employee performance. These findings confirm that both constructs serve as key elements in understanding the dynamics of job satisfaction and employee performance within the context of this study.

Hypothesis Testing

Table 7 presents the results of hypothesis testing, illustrating the relationships among variables in the research model. The information provided includes the original sample values, t-statistics, and p-values, which serve as the basis for assessing the significance of both direct and indirect effects among the analyzed variables. The criteria for hypothesis acceptance follow the threshold that a t-statistic value > 1.960 or a p-value < 0.05 indicates statistical significance, as suggested by (Hair et al., 2021).

Table 7. Hypothesis Testing Results

Hipotesis	Original Sample	T-statistic	P-value	Result
Talent Management → Employee Performance	0.497	3.646	0.000	Accepted
Knowledge Management → Employee Performance	0.465	2.344	0.010	Accepted
Talent Management → Job Satisfaction	0.381	2.706	0.003	Accepted
Knowledge Management → Job Satisfaction	0.421	2.782	0.003	Accepted
Job Satisfaction → Employee Performance	-0.571	3.836	0.000	Accepted
Talent Management → Job Satisfaction → Employee Performance	-0.218	1.968	0.025	Accepted
Knowledge Management → Job Satisfaction → Employee Performance	-0.240	2.387	0.009	Accepted

Source: Processed data by the author, 2026

Discussion

Effect of Talent Management on Employee Performance

The results indicate that talent management has a positive and significant effect on employee performance, suggesting that structured talent management plays a strategic role in enhancing employee performance. In the context of the Bina Tani Sejahtera Foundation, where work activities are predominantly field-based, talent management practices enable a better alignment between individual competencies and job demands, thereby allowing employees to perform more effectively and productively. From a theoretical perspective, this finding reinforces the Resource-Based View, which conceptualizes talent as a strategic organizational resource for achieving superior performance. This result is consistent with prior studies that identify talent management as a key determinant of employee performance (Abdullahi et al., 2022; Almulhim, 2020; Collings et al., 2019; Masri & Suliman, 2019; Pomaranik & Kludacz-Alessandri, 2024; Tamsah et al., 2023).

Effect of Knowledge Management on Employee Performance

The findings show that knowledge management has a positive and significant effect on employee performance. This indicates that effective knowledge management, particularly in terms of knowledge creation and sharing, plays a crucial role in enhancing employees' ability to complete tasks efficiently and accurately. In field-based work contexts, access to relevant knowledge strengthens employees' cognitive capacity and supports consistency in performance quality. Theoretically, this finding supports the Knowledge-Based View, which positions knowledge as a strategic organizational resource for improving performance. This result is in line with previous studies (Ahmad et al., 2018; Akram & Hilman, 2018; Lehyani et al., 2023; Shami et al., 2021; Sinaga et al., 2025).

Effect of Talent Management on Job Satisfaction

The results indicate that talent management has a positive and significant effect on job satisfaction. This finding suggests that talent management policies, such as career development and competency enhancement, play an important role in shaping employees' positive perceptions of their work. Employees who feel valued and continuously developed tend to exhibit higher levels of job satisfaction. This finding supports previous research that highlights a positive relationship between talent management and job satisfaction (Akkaya, 2023; Barkhuizen & Gumede, 2021; Dzimbiri et al., 2018).

Effect of Knowledge Management on Job Satisfaction

The findings demonstrate that knowledge management has a positive and significant effect on job satisfaction. This suggests that effective knowledge management systems create a work environment that supports learning and fosters a sense of security in performing job tasks. The availability of adequate information and knowledge enhances employees' confidence, which ultimately contributes to higher job satisfaction. This result is consistent with prior studies (Fadaie, 2023; Kianto et al., 2016; Thanh & Trong, 2023).

Effect of Job Satisfaction on Employee Performance

The results show that job satisfaction has a significant effect on employee performance; however, the relationship is negative. This finding indicates that higher levels of job satisfaction are not always accompanied by improved employee performance. In field-based work contexts, job satisfaction may reflect comfort with working conditions that is not balanced by clear performance demands, potentially reducing motivation to enhance productivity. This condition suggests that the relationship between job satisfaction and performance is influenced by contextual factors, such as workload, performance appraisal systems, and organizational culture. This finding is consistent with previous studies (Hoboubi et al., 2017; Latifah, 2024; Sabrina & Ikhsan, 2023).

Effect of Talent Management on Employee Performance through Job Satisfaction

The mediation analysis reveals that job satisfaction mediates the effect of talent management on employee performance. This finding indicates that talent management not only affects employee performance directly but also operates through the mechanism of job satisfaction. However, the negative direction of the mediation suggests that increased job satisfaction does not necessarily strengthen the

effect of talent management on performance when it is not supported by aligned work systems and performance evaluation mechanisms. In this context, job satisfaction may reflect workplace comfort rather than productivity-driven motivation, implying that the effectiveness of talent management policies requires stronger integration with organizational performance systems. This finding is consistent with previous studies (Andaraby & Siddiq, 2025; Ridwan, 2024)

Effect of Knowledge Management on Employee Performance through Job Satisfaction

The results indicate that job satisfaction mediates the effect of knowledge management on employee performance. This suggests that knowledge management influences employee performance not only directly but also indirectly through job satisfaction. However, the negative direction of the mediation implies that job satisfaction derived from well-established knowledge systems does not necessarily lead to optimal performance in the absence of clear targets and performance evaluation mechanisms. This condition reflects the complex relationship between job satisfaction and performance, particularly in field-based work contexts. This finding is in line with previous research (Almuayad & Chen, 2024; Putra et al., 2025; Syam et al., 2025).

CONCLUSION

The findings of this study at Yayasan Bina Tani Sejahtera The results indicate that talent management and knowledge management have a positive and significant effect on employee performance, both directly and indirectly. Structured talent management and effective knowledge management are proven to enhance employees' capabilities and readiness in performing their tasks, while simultaneously fostering higher levels of job satisfaction. However, job satisfaction demonstrates a significant negative effect on employee performance and partially mediates the relationship between talent management, knowledge management, and performance with a negative direction. These findings suggest that job satisfaction is highly contextual and does not necessarily translate into improved performance when it is not accompanied by clear performance evaluation systems, well-defined work targets, and effective workload management. From a practical perspective, organizations need to align initiatives aimed at enhancing job satisfaction with results-oriented work systems to ensure an optimal impact on employee performance.

For future research, it is recommended to employ longitudinal research designs, incorporate more objective performance data, and consider additional contextual variables to deepen the understanding of the dynamics underlying the relationships among the examined variables.

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