

Talent Management And Knowledge Management on Employee Performance of PT. Swakarya Indah Busana

Junita Putri Lestari^{1*}, Satriadi², Eka Kurnia Saputra³

^{1,2,3} STIE Pembangunan Tanjungpinang, Indonesia

*Corresponding author(s). E-mail(s): satriadi@dosen.stie-pembangunan.ac.id

Contributing authors: junitaputri517@gmail.com

Abstract

This study aims to see the partial and simultaneous influence between talent management and knowledge management on employee performance. This type of research is descriptive research with data collection using questionnaires. The population in this study amounted to 215 employees with a sample of 140 respondents using a proportionate stratified random sampling sample type. The data analysis used was multiple linear regression using the JASP 0.18.2 tool. The results of the research are that talent management has a positive and significant effect on employee performance, knowledge management has a positive and significant effect on employee performance, talent management and knowledge management have a positive and significant effect together on employee performance. The contribution of talent management and knowledge management to employee performance is 58% and the remaining 42% is influenced by the other.

Keywords: Talent Management, Knowledge Management, Performance

Introduction

In a company, human resources play an important role in achieving company goals. Reliable and quality human resources, depending on how their performance in carrying out their duties and responsibilities and the potential possessed by an individual to be able to carry out the assigned duties and responsibilities. There are several factors that affect performance in human resource organizations, there are individual factors, leadership factors, team factors, system factors, and situation factors. The first factor that affects employee performance is the individual factor in which there are talents and knowledge as abilities possessed by each individual.

PT Swakarya Indah Busana is a manufacturing company engaged in garment or convection that produces apparel, especially shirts. PT Swakarya Indah Busana produces 2,400 pcs of clothing. The company has a product demand of 50,000 shirts / month.

Based on the employee performance data of PT Swakarya Indah Busana from 2021-2023, employee performance is one of the most important factors in the company that must be maintained by the leadership so that it does not experience a significant decline. However, employee performance in this company has experienced a considerable decline, as can be seen from the following data:

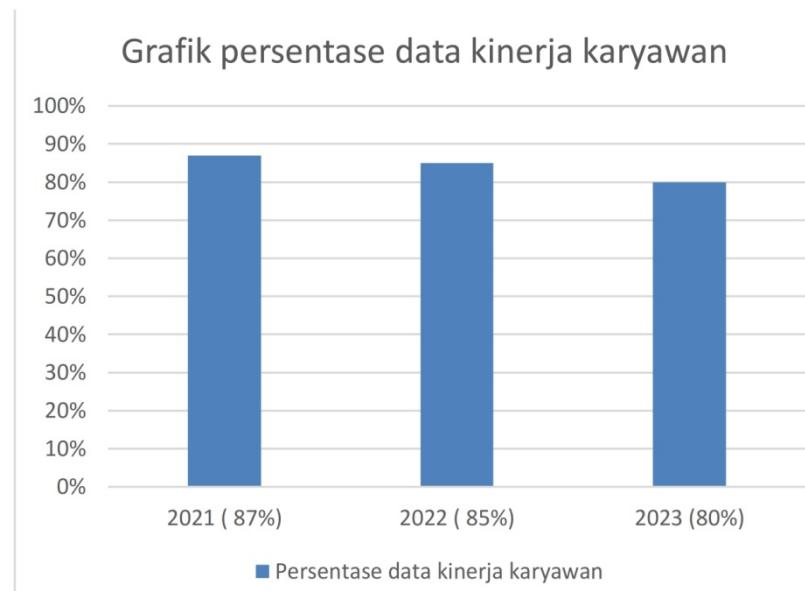


Figure 1. Employee Performance Data

Source: Secondary Data PT Swakarya Indah Busana (2023)

Based on the picture above, it can be seen that the performance at PT Swakarya Indah Busana has decreased from 2021-2023. In 2021 to 2022 the performance of PT Swakarya Indah Busana Tanjungpinang "decreased by 2%, then from 2022 to 2023 the performance decreased by 5%." From the "performance results for the past three years, it can be seen that PT Swakarya Indah Busana has decreased and has not been able to achieve increased targets." A decrease in employee performance can occur due to several factors, one of which is caused by individual factors contained in each employee, namely talent.

Furthermore, talent management at PT Swakarya Indah Busana still looks bad where most of the employees recruited are not in accordance with the talent, ability and expertise in the field of fashion. Then there are employees with only high school / vocational high school graduates who usually do not have adequate talent / talent or have not reached company standards. In addition, there are also some employees who are placed not in accordance with the talents / abilities of the employees so that this can affect the performance of these employees.

Then another factor that influences employee performance is individual factors which include knowledge. In this company, the majority of employees who work at PT Swakaya Indah Busana are high school graduates where "there is still a lack of knowledge and experience about the world of work which makes it difficult for these employees to adapt to other coworkers." Then it can be seen that the transfer of knowledge from employees who want to retire or leave is not going well. Then there is still a lack of finding out broader knowledge about the job position obtained to be able to complete the task, there is still a lack of knowledge in operating the machines contained in the PT which can result in production errors in making clothes so that it will affect the achievement of PT Swakarya Indah Busana's performance.

Literature Review

Talent Management

Talent management is the effective management of talent in the organization, planning and developing succession in the company, maximizing employee self-

development, and maximizing talent utilization (Safitri & Sukarno, 2020).

Dermawan et al., (2022), also argues that talent management is a series of initiatives that companies implement by identifying, developing, and retaining talented employees, so that the right people are placed in the right jobs at the right time, based on the company's strategic goals and operational priorities. The efficiency optimized by talented people to create business excellence and achieve the company's vision.

According to Sule & Wahyuniyias (2016), talent management has indicators that can be divided into three broad groups, namely attracting talent, developing talent, retaining talent. Meanwhile, the indicators according to Akuba et al. (2022) are: selection, placement, and development.

Knowledge Management

According to Subagja *et al.*, (2018), knowledge management is a process of searching, discovering, storing, and sharing knowledge (expertise, skills, experience, and networks) owned by individuals in an organization to other organizations and individuals in the organization. Meanwhile, according to Indrayani et al. (2023), knowledge management is one of the management tools that can be used to support the achievement of organizational goals and demonstrate competitive advantages so as to create superior organizational performance (Indrayani et al., 2023)..

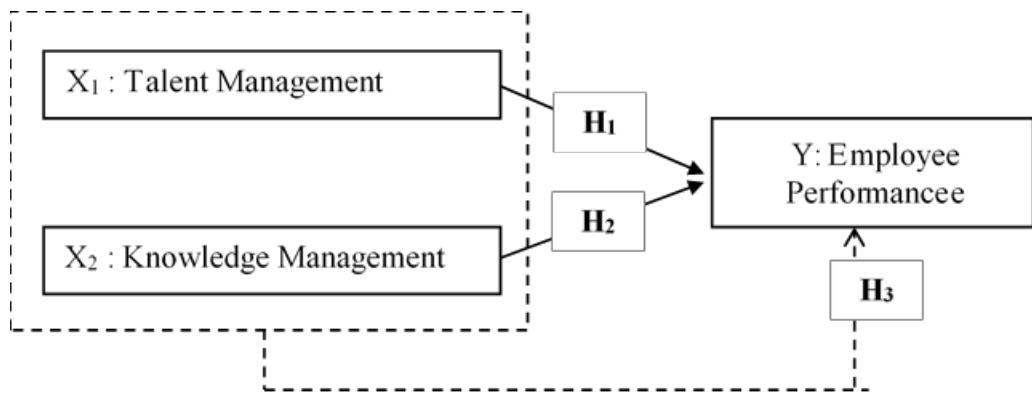
According to Subagja et al. (2018), there are indicators of knowledge management, namely Identification of knowledge, Reflection of knowledge, Knowledge sharing, and Use of knowledge. According to Budihardjo (2017), knowledge management indicators consist of technology, work procedures, personal knowledge.

Performance

Performance is the result of a process or the level of success of a person or whole during a certain period in carrying out their duties both in quality and quantity (Pratama & Sukarno, 2021). According to Irawati & Carollina (2017), employee performance can be defined as the results of employee work in the form of input or output and can also be called the results of work in quantity and quality to achieve the targets set by the company so that performance in the company can achieve success.

There are five performance indicators according to Mangkunegara (Pratama & Sukarno, 2021), namely Quantity, Quality, Responsibility, Cooperation, Initiative. According to Silaen et al., (2021), performance indicators are Work Quantity, Work Quality, Timeliness, Effectiveness, Commitment.

Based on these three theories, the study intends to partially and simultaneously test the variables of talent management and knowledge management on the performance of employees of PT Swakarya Indah Busana. The framework is shown in the following figure:

**Figure 2. Framework of Thought**

Source: Research Data, 2024

The provisional hypothesis in this study is as follows:

H1: It is suspected that talent management affects employee performance. Talent management is a series of comprehensive and integrated processes that create talent in an organization to achieve organizational goals. The talent management process involves identifying, developing, recruiting, retaining and utilizing talented people in an organization. Based on research by Irfani & Suryalena (2023), it shows that talent management has a significant and positive impact on employee performance.

H2: It is suspected that knowledge management affects employee performance. Knowledge management is a series of processes for creating, communicating, and applying organizational or corporate knowledge to create business value and improve employee and organizational learning and performance. Based on research by Kandou et al. (2016), explaining that knowledge management has a very significant effect on employee performance.

H3: It is suspected that talent management and knowledge management affect employee performance.

According to Nisa et al. (2018), talent management is a series of processes that companies carry out to identify, develop, retain, and place the right people in the right positions. According to Winarto (2020), knowledge management is a strategy that can create, obtain, transfer, and encourage the use of knowledge to improve organizational performance. Based on research by Harmen (2018), which shows that talent management and knowledge management have a significant influence on employee performance and quality.

Research Method

The method used in this research is quantitative method. There are two types of data used, namely secondary data and primary data. This type of research is descriptive research with data collection using a questionnaire. The population in this study amounted to 215 employees with a sample of 140 respondents using proportionate stratified random sampling. The data analysis used is multiple linear regression using the JASP 0.18.2 tool.

Table 1. Variables, Indicators, Statement

Variable	Indicators	Statement	Sources
Talent Management	Selection	I know that the company conducts recruitment/selection based on employee talent needs.	Akuba et al., (2022).
		I know that the company provides a clear explanation of their selection criteria and expectations of potential employees.	
	Placement	I got a job position according to my talents.	
		I am always assigned tasks according to my abilities and skills.	
	Development	I was given the opportunity to attend training provided by the company.	
		I feel that the training provided by the company helps improve my talents/skills.	
	Identification of knowledge	I always seek knowledge about the position I am working in.	Subagja et al. (2018).
		I gain knowledge not only from myself but also from others.	
		I was given the opportunity to develop my skills and knowledge by the company.	
		I actively provide feedback to the organization based on my knowledge to improve efficiency in work processes.	
	Knowledge Sharing	I share information about my work with other colleagues.	
		I believe that knowledge sharing can improve employee performance.	
	Use of knowledge	I can communicate knowledge to coworkers to improve collaboration within the team	

		I apply knowledge systematically completing work tasks.	
Employee Performance	Quantity	I maximize the achievement of targets set by the company. I do my work ahead of the deadline.	Mangkunegara (Pratama & Sukarno, 2021)
	Quality	I always try to maintain quality so that the quality of the company is maintained. I have high consistency in doing every job.	
	Responsibility	I always complete my work on time. I am upfront with my superiors when I make mistakes.	
	Cooperation	I am able to cooperate with other coworkers. I am always open and receptive to opinions and feedback from superiors or coworkers.	
	Initiative	I have the initiative to carry out tasks without having to be ordered by my superiors. I can complete the assigned tasks without help from other coworkers.	

Result and Discussion

Result

Validity Test

The validity test is used to assess whether a questionnaire is valid or valid able to measure what it should measure.

Table 2. Validity Test Results of Talent Management, Knowledge Management, Employee Performance

Variabel	Statement	R _{hitung}	R _{tabel}	Description
				R _{hitung} > R _{tabel}

Talent Management (X_1)	Item 1	0,862	0,3610	Valid
	Item 2	0,899	0,3610	Valid
	Item 3	0,892	0,3610	Valid
	Item 4	0,782	0,3610	Valid
	Item 5	0,789	0,3610	Valid
	Item 6	0,811	0,3610	Valid
Knowledge Management (X_2)	Item 1	0,575	0,3610	Valid
	Item 2	0,830	0,3610	Valid
	Item 3	0,798	0,3610	Valid
	Item 4	0,761	0,3610	Valid
	Item 5	0,788	0,3610	Valid
	Item 6	0,768	0,3610	Valid
	Item 7	0,581	0,3610	Valid
	Item 8	0,789	0,3610	Valid
Employee Performance (Y)	Item 1	0,615	0,3610	Valid
	Item 2	0,795	0,3610	Valid
	Item 3	0,673	0,3610	Valid
	Item 4	0,789	0,3610	Valid
	Item 5	0,874	0,3610	Valid
	Item 6	0,763	0,3610	Valid
	Item 7	0,760	0,3610	Valid
	Item 8	0,565	0,3610	Valid
	Item 9	0,495	0,3610	Valid
	Item 10	0,550	0,3610	Valid

Source: Processed Data with JASP, 2024

From the validity test results in the table above, it can be concluded that all statements on the talent management variable (X_1), knowledge management (X_2), and employee performance (Y) are categorized as valid because the rcount > rtable value, it can

be concluded that all statement items of all research variables are declared valid.

Reliability Test

Reliability test is a method or tool to measure how reliable a questionnaire that uses indicators and variables is. A questionnaire is considered reliable or reliable if the response to the statement is consistent or stable over time. The researcher assesses the reliability of the variable by referring to Cronbach's Alpha, with the significance used if the variable is > 0.60 . If Cronbach's Alpha > 0.60 then the statement item is reliable. Conversely, if the Cronbach's Alpha value < 0.60 then the statement item is not reliable.

Table 3. Reliability Test Results

NO	Variabel	Cronbach's Alpha	Std Cronbach's	Description
1	Talent Management (X_1)	0.918	0.60	<i>Reliable</i>
2	Knowledge Management (X_2)	0.914	0.60	<i>Reliable</i>
3	Employee Performance (Y)	0.868	0.60	<i>Reliable</i>

Source: Processed Data with JASP, 2024

Based on the above, it can be seen that the reliability test results show that Talent Management (X_1) has a Cronbach's Alpha value of $0.918 > 0.60$, for Knowledge Management (X_2) has a Cronbach's Alpha value of $0.914 > 0.60$, and Employee Performance (Y) has a Cronbach's Alpha value of $0.868 > 0.60$ so that it can be said that all research variables are declared reliable.

Test t (Partial)

The t test is conducted to determine whether the independent variable regression model (X) partially has a significant effect on the dependent variable (Y). The t distribution table or t table can be seen from the statistical data at a significant level of 5% and the degree of limitation (df) $n-k-1$, namely $140-2-1 = 137$ so that the t table value is 1.977.

Table 4. t Test Results (Parsial)

Coefficients						
	Model	Unstandardized	Standard Error	Standardized	t	p
H0	(Intercept)	3.831	0.043		89.290	<.001
H1	(Intercept)	0.854	0.218		3.913	<.001
	Talent Management	0.439	0.047	0.551	9.332	<.001
	Knowledge Management	0.329	0.053	0.368	6.235	<.001

F Test (Simultaneous)

The F test is a test used to test the effect of all independent variables, namely talent management (X_1) and knowledge management (X_2) on the dependent variable (Y) employee performance. The F test (simultaneous) is used to see at least one of them has an influence on the dependent variable. Ftable is sought at a significance of 0.05 with $df_1 (k-1)$ or $2-1=1$ and $df_2 (n-k)$ or $140-2=138$ "so that the Ftable value is 3.91."

Table 5. F Test Results (Simultan)

ANOVA

Model		Sum of Square	df	Mean Square	F	p
H_1	<i>Regression</i>	20.981	2	10.491	96.868	<.001
	<i>Residual</i>	14.837	137	0.108		
	<i>Total</i>	35.818	139			

Source: Processed Data with JASP, 2024

Based on the table above, the regression results show that the results obtained together (simultaneously) the independent variables have a significant influence on the dependent variable. This can be strengthened by the Fcount value of $96.686 > Ftable 3.91$ and a sig value of $0.001 < 0.05$, it can be concluded that the variables of talent management, knowledge management together (simultaneously) or at least one of them has an influence on the performance of employees of PT Swakarya Indah Busana Tanjungpinang. The Fcount value is positive, meaning that it has a positive effect, that is, if talent management, knowledge management together (simultaneously) increases, the performance of employees of PT. Swakarya Indah Busana Tanjungpinang.

Determination Coefficient Test (R^2)

The coefficient of determination is a description of how much the overall independent variables of talent management (X_1) and knowledge management (X_2), influence the performance of employees (Y) PT Swakarya Indah Busana Tanjungpinang. The coefficient of determination can be determined by looking at the Adjusted R Square.

Table 6. Koesfisien Determinasi (R^2) Test Results

Model Summary - K

Model	R	R^2	Adjusted R^2	RMSE
H_0	0.000	0.000	0.000	0.580
H_1	0.765	0.586	0.580	0.329

Source: Processed Data with JASP, 2024

Based on the table above, the results of the coefficient of determination for all

variables obtained the Adjusted R Square value obtained is 0.580 which shows that the performance of PT Swakarya Indah Busana Tanjungpinang employees is influenced by talent management and knowledge management variables by 58% and the remaining 42% is influenced by other variables not examined in this study such as work motivation, work environment, organizational culture.

Discussion

The Effect of Talent Management on Employee Performance

Based on the results of research on the first independent variable, Talent Management (X1), the following is a description of the discussion of data processing results that have been tested using the JASP program. From the results of the t test on the Talent Management variable (X1) on Employee Performance (Y), namely the tcount of the talent management variable is 9.332 and the ttable is 1.977 so that the $tcount > ttable$ ($9.332 > 1.977$) and the significance value is smaller than 0.05, namely 0.001 ($0.001 < 0.05$), so it can be concluded that H_0 is rejected, then the Talent Management variable has an effect and is significant on Employee Performance. So, the results of the study support the final hypothesis of the test that H_a is accepted and H_0 is rejected.

The results of this study are supported by previous research conducted by Katili et al. (2015) and Istikomah et al. (2022) which have research results that there is a positive influence between talent management on employee performance. In addition, talent management is also related to how to find the right people with the right talents / skills for the right position.

The Effect of Knowledge Management on Employee Performance

Based on the results of research on the second independent variable, Knowledge Management (X2), the following is a description of the discussion of the results of data processing that has been tested using the JASP program. From the results of the t test on the Knowledge Management variable (X2) on Employee Performance (Y), namely the tcount of the knowledge management variable is 6.235 and the ttable is 1.977 so that the $tcount > ttable$ ($6.235 > 1.977$) and the significance value is smaller than 0.05, namely 0.001 ($0.001 < 0.05$), so it can be concluded that H_0 is rejected, then the Knowledge Management variable has an effect and is significant on Employee Performance. So, the results of the study support the final hypothesis of the test that H_a is accepted and H_0 is rejected.

The results of this study are supported by previous research conducted by Hanafi & Hadiyanti, (2021) and Falah & Paresty, (2017), which have research results that there is a positive influence between knowledge management on employee performance. Knowledge Management makes a significant contribution to employee performance. This means that knowledge management has a significant influence on employee performance.

The Effect of Talent Management and Knowledge Management on Employee Performance

Based on the results of research on the effect of Talent Management and Knowledge Management on Employee Performance, the following is a description of the discussion of data processing results that have been tested using the JASP program. So it can be seen that

the Fcount value of $96,868 > F_{table} 3.91$ and the sig value of $0.001 < 0.05$, it can be concluded that the talent management and knowledge management variables together (simultaneously) or at least one of them has an influence on the performance of employees of PT Swakarya Indah Busana Tanjungpinang. The Fcount value is positive, meaning that it has a positive effect, that is, if talent management and knowledge management together (simultaneously) increase, the performance of employees of PT Swakarya Indah Busana Tanjungpinang increases.

Meanwhile, the results of testing the coefficient of determination for all variables obtained the Adjusted R Square value is obtained at 0.580 so the effect of talent management (X_1) and knowledge management (X_2) on the performance of employees of PT Swakarya Indah Busana Tanjungpinang (Y) is obtained by 58% and the remaining 42% is influenced by other variables not examined in this study.

The results of this study are supported by previous research conducted by (Tamala & Fadili, 2021) and (Sapriyanda et al., 2023) where there is a positive influence between talent management and knowledge management on employee performance. Talent management and knowledge management are two important things in managing the human resources of a company.

Conclusion

From the research results that have been obtained, the conclusions of this test are:

1. Talent Management variables have a positive and significant effect on employee performance. This can be seen from the tcount value of 9.332 which is greater than the ttable ($9.332 > 1.977$) with a significance of less than 0.05, namely ($0.001 < 0.05$), where there is a positive and significant effect on the performance of employees of PT Swakarya Indah Busana Tanjungpinang. Talent management is also related to how to find the right people with the right talent/skills for the right position.
2. Knowledge Management variables have a positive and significant effect on employee performance. This can be seen from the tcount value of 6.235 which is greater than the t table ($6.235 > 1.977$) with a significance of less than 0.05, namely ($0.001 < 0.05$), where there is a positive and significant influence on the performance of employees of PT Swakarya Indah Busana Tanjungpinang. Where knowledge management makes a significant contribution to employee performance.
3. Talent Management and Knowledge Management variables have a positive and significant effect together on employee performance. This can be seen from the Fcount value of $96,868 > F_{table} 3.91$ and a sig value of $0.001 < 0.05$. The positive Fcount value means that it has a positive effect, that is, if talent management and knowledge management together (simultaneously) increase, the performance of employees of PT Swakarya Indah Busana Tanjungpinang increases. Talent management and knowledge management are two important things in managing human resources in a company.

References

Akuba, F., Yantu, I., & Podungge, R. (2022). Manajemen Talenta Terhadap Kinerja Pegawai

Pada Kantor Samsat Kabupaten Gorontalo. *Jurnal Mirai Manajemen*, 7(1), 208–218.

Budihardjo, A. (2017). *Knowledge Management* (pp. 218,219-225). Prasetya Mulya Publishing.

Dermawan, M. R., Multazam, A., Atmaja, I. G. D., & Palimbong, Y. (2022). Pengaruh Manajemen Talenta Dan Manajemen Pengetahuan Terhadap Peningkatan Kinerja Karyawan Di PT. Pas Indonesia Timur. *Empiricism Journal*, 3(1), 108–113. <https://doi.org/10.36312/ej.v3i1.899>

Harmen, H. (2018). Pengaruh Talent Management dan Knowledge Management Terhadap Kinerja Karyawan PT. Perkebunan Nusantara II (Survei Pada Kantor Direksi Tanjung Morawa). *Jkbm (Jurnal Konsep Bisnis Dan Manajemen)*, 4(2). <https://doi.org/10.31289/jkbm.v4i2.1587>

Indrayani, N., Herlambang, T., & Martini, N. N. P. (2023). Pengaruh Manajemen Talenta Dan Manajemen Pengetahuan Terhadap Efektivitas Organisasi Dan Kinerja Organisasi. *Jurnal Ekonomi*, 19(2), 268–281.

Irawati, R., & Carollina, D. A. (2017). Analisis Pengaruh Beban Kerja Terhadap Kinerja Karyawan Operator Pada Pt Giken Precision Indonesia. *Inovbiz: Jurnal Inovasi Bisnis*, 5(1), 51. <https://doi.org/10.35314/inovbiz.v5i1.171>

Irfani, S. M., & Suryalena. (2023). Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan Melalui Keterikatan Karyawan Sebagai Variabel Intervening pada PT. Perkebunan Nusantara V Pekanbaru. *Jurnal Administrasi Bisnis*, 13(2), 75–83. <https://doi.org/10.35797/jab.13.2.75-83>

Kandou, Y. L., Lengkong, V. P. K., & Sendow, G. (2016). *Pengaruh Knowledge Management , Skill Dan Attitude Terhadap Kinerja Karyawan (Studi Pada PT . Bank Sulutgo Kantor Pusat Di Manado)*. 16(01), 147–158.

Nisa, R. C., Astuti, E. S., & Prasetya, A. (2018). Pengaruh Manajemen Talenta Dan Manajemen Pengetahuan Terhadap Kinerja Karyawan (Studi Pada Karyawan Pt. Pln (Persero) Distribusi Jawa Timur, Surabaya). *Jurnal Administrasi BISNIS (JAB)*, 39(2), 141–148.

Pratama, I. W., & Sukarno, G. (2021). Analisis Penilaian Kinerja , Reward , dan Punishment Terhadap Kinerja Pegawai Pada Badan Kepegawaian Daerah Provinsi Jawa Timur. *STEI Ekonomi (JEMI)*, 30(02), 20–32.

Safitri, N. D., & Sukarno, G. (2020). Pentingnya Talent Management Dan Knowledge Management Terhadap Kinerja Karyawan Pt. Arwana Citramulia Tbk. *Manajemen*, 12(2), 1–10. https://www.academia.edu/download/65359826/Jurnal_Nofia_Dwi.pdf

Silaen, N. R., Syamsuriansyah, Chairunnisah, R., Sari, M. R., Mahriani, E., Tanjung, R., Triwardhani, D., Haerany, A., Masyruroh, A., Satriawan, D. G., Lestari Sri, A., Arifudin, O., Rialmi, Z., & Putra, S. (2021). *Kinerja Karyawan* (1st ed.). WIDINA BHAKTI PERSADA BANDUNG.

Subagja, I. K., Astuti, W., & Darsono, J. T. (2018). Effect of Market Orientation, Organization Creativity and Management Knowledge of Innovation and Impact on Competitive

Advantages. *International Journal of Management Excellence*, 11(1), 1468–1475. <https://doi.org/10.17722/ijme.v11i1.995>

Sule, E. T., & Wahyunityas, R. (2016). *Manajemen Talenta Terintegrasi* (Putri Christian (ed.)). CV. AndiOffset. https://books.google.co.id/books?id=KCtLDwAAQBAJ&printsec=frontcover&hl=id&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false

Winarto, W. W. A. (2020). Pengaruh Knowledge Management Terhadap Peningkatan Kinerja Umkm Dengan Kompetensi Sebagai Variabel Moderasi. *Business Management Analysis Journal (BMAJ)*, 3(2), 141–157. <https://doi.org/10.24176/bmaj.v3i2.5052>