

The Effect of Talent Management and Knowledge Management on Employee Performance at TVRI Est Sumatra Province

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Abstract

This study to test talent management on employee performance to test knowledge management on employee performance. This study was conducted at TVRI, West Sumatra Province. This type of research was quantitative. The sampling method used a total sampling of 57 saturated samples. The sources of this data are primary data and secondary data. The data analysis techniques used are validity, reliability, descriptive analysis, normality test, multicollinearity test, heteroscedasticity test, multiple regression analysis, and t test. The results show that talent management has a positive and significant effect on employee performance and knowledge management has a positive and significant effect on employee performance, it can be concluded that talent management is accepted and knowledge management is accepted.

Keywords: talent management, knowledge management, employee performance

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I. Introduction

Performance is defined as the level of success of a person in carrying out his work. Performance management is known as "Achilles' Heel" which means a strong system but it is a weakness in *human capital* management, and as one of the resource systems the most difficult human being to implement to the company. However, performance management is the key to how an employee's work can complete his task well. This shows how the company communicates

expectations and carries out karyawan behavior to achieve important goals (Octavia, 2018).

Performance is the level of achievement in a program of activities or policies in order to create goals, objectives, visions and missions of an organization that is delegated through the strategic of an agency. Performance results in quality and quantity achieved from an employee by performing his duties based on the work he charges (Sutra dewi & Ekacuazti yandri, 2021).

Employee performance is greatly influenced and depends on the quality and competitive ability of its human resources. The performance of an employee is an individual thing, because each employee certainly has a different level of ability or expertise in carrying out his duties. The management can measure employees based on the performance of each employee (Sutra Dewi & Yuvika, 2022)

According to Octavia, (2018) explained that performance management is related to businesses, activities or programs initiated and implemented by the leadership of the organization (company) to plan, directing and controlling the performance of employees. One of the most important things in achieving the company's goals is the performance of the human resources in it. Every company must expect maximum performance from all its employees because it will have an impact on achieving the company's goals and objectives. In developing employee performance requires natural processes and abilities, effort and determination. In addition, the balance between technology and employee workforce, who are competent is able to run a company well (Latief et al., 2019).

The phenomenon that occurs in TVRI employees of West Sumatra Province shows suboptimal performance because there is still education that is not in accordance with the current profession, beban work which is uneven such as some have a lot of workload, there are still few, there are still many who have not received Technical / Professional Training, employees whose age is over 50 year still serving in broadcast operations, and not yet running Funnish and Reward.

According to Aula (2019) Talent Management is a series of processes to identify, retain and place the right people in the right place. The talent management indicator that contributes the most to the increase in employee employment is recruitment, reflected in filling positions according to expertise by providing vacancy info through mass media (Kardo, et al (2020).

With vacancy information through the mass media , it will be able to get candidates who have talent to fill positions according to expertise. When

you have obtained talented candidates, orientation will be carried out, training in accordance with expertise to support employee skills to be ready to work. When the talents owned by employees are well managed by the organization, each employee can produce optimal performance, so as to improve organizational performance (Tri, et al 2020).

Research conducted by Octavia (2018) on the effect of talent management on employee performance (study on employees of PT Pertamina Geothermal Energy Area Ulu belu) states that there is a positive influence From talent management to karyawan's performance. The study (Savitri & Suherman, 2012) stated that there was a significant influence of talent management on employee performance by 37.8%. Research by (Nisa et al., 2016) on the effect of talent management and knowledge management on employee performance also says there is a significant positive influence on employee performance j IKA is tested together, but has an insignificant effect if it is partially tested.

H₁ = suspected talent management has a positive and significant effect on employee performance

In addition to skills, education and science also play an important role in preparing quality and competitive human resources. Islamy, (2013) defines knowledge management as systemic approaches that help the emergence and flow of information and knowledge to the right people at the right time to create value.

According to (Safarni & Gadeng, 2018) defines knowledge management as any process or practice of creating, acquiring, capturing, sharing, and using knowledge to improve the learning and performance of organization. Knowledge Management is an effort to create, store, disseminate and apply knowledge to improve performance. The knowledge management indicator that contributes the most to improving the performance of knowledge is the identification of knowledge reflected in having knowledge equal to carrying out new innovations. (Choirun, et al (2016)

Knowledge management is important in the learning process of an organization, the knowledge possessed by the organization must be able to provide progress for employees. So that the ability to manage knowledge can encourage organizations to be more competitive. Employees who have talents must be supported by knowledge so that they continue to develop and can significantly improve the employee's work kiner.

This is in line with research conducted by Harmen and Tri (2018) states that knowledge management has a significant effect on employee

performance. Strengthened by findings from research conducted by Jamaludin (2019) & Kardo, et al (2020) stated that knowledge management has a significant effect on employee performance.

H₂ = it is suspected that knowledge management has a positive and significant effect on employee performance

II. Material and Method

The type of research in this study is quantitative. The object of this study focuses on the performance of employees at TVRI West Sumatra Province. The population contained in this study was all employees at TVRI West Sumatra Province which amounted to 57 employees. The sampling technique used is the total sampling technique. Where the total population was used as a sample of 57 respondents. The data sources I use are primary data and secondary data. The data collection techniques I use are observational, interview, and questionnaire.

Variable Operational Definition

Table 1
Operational Definition of Variables

N	Research	Variable Definition	Variable	Source
o	Variables		Indicators	
1.	Talent Management (X1)	Talent management is an effort to find, develop, plan and retain the talents that a person has in an organization that are needed to develop the company's business and assets for the company that must continue to be maintained.	a. Talent Mapping b. Bertalenta Employee Development c. Talented Employee Placements d. Retaining Talented Employees	(Nisa, 2016:2)
2.	Knowledge Management (X2)	Knowledge management is a series of processes of creating, communicating, and applying knowledge assuming that knowledge that is	a. Knowledge Identification b. Knowledge creation c. Knowledge sharing d. Use of Knowledge	Setiadi et al., (2017)

No	Research Variables	Variable Definition	Variable Indicators	Source
3.	Employee performance	<p>beneficial to individuals in an organization can be articulated and made explicit</p> <p>Employee performance is one of the important parts of a company where the progress of the company depends on the ability of employees to complete tasks on time and in accordance with the operational standards that have been set and measured by the performance that has been issued.</p>	<ol style="list-style-type: none"> 1. Quantity of results 2. Quality of the result 3. Timeliness 4. Effectiveness 5. Omnipresence 	(Alifah, 2019)

In this study, there are two variables are bound variables and free variables, where the bound variables in this study are employee performance (Y) and free variables are talent management (X1), and knowledge management(X2). Teknik data analysis using instrument tests(Validity test and reliability test), classical assumption test (normality test, multicollinearity test and heteroskedasticity) multiple linear regression count and test the hypothesis t.

III. Results and Discussion

Test results of research instruments for the influence of talent management and knowledge management on employee performance at TVRI West Sumatra Province

Validity test

This test aims to find out whether a study is valid or not, this test is considered valid if the corrected Item-Total Correlation is more than 0.3 and if it is less than 0.3 then it will declared invalid.

Table 2
Employee Performance Variable Validity Test (Y)

Statement	Corrected Item-total Correlation	Rule Of Thumb	Conclusion
Statement 1	0.683	0.300	Valid
Statement 2	0.323	0.300	Valid
Statement 3	0.370	0.300	Valid
Statement 4	0.398	0.300	Valid
Statement 5	0.335	0.300	Valid
Statement 6	0.498	0.300	Valid
Statement 7	0.723	0.300	Valid
Statement 8	0.587	0.300	Valid
Statement 9	0.498	0.300	Valid
Statement 10	0.332	0.300	Valid

Source : SPSS 21 Data (Data processed in 2022)

From table 2, it is known that from all statements regarding employee performance variables can be declared valid where the *Corrected Item-Total Correlation* is greater than the *Role Of Thumb* value of 0.300, then can be continued further research.

Table 3
Talent Management Variable Validity Test (X1)

Statement	Corrected Item-total Correlation	Rule Of Thumb	Conclusion
Statement 1	0.391	0.300	Valid
Statement 2	0.355	0.300	Valid
Statement 3	0.443	0.300	Valid
Statement 4	0.396	0.300	Valid
Statement 5	0.440	0.300	Valid
Statement 6	0.555	0.300	Valid
Statement 7	0.597	0.300	Valid
Statement 8	0.336	0.300	Valid
Statement 9	0.545	0.300	Valid
Statement 10	0.498	0.300	Valid
Statement 11	0.490	0.300	Valid
Statement 12	0.349	0.300	Valid
Statement 13	0.646	0.300	Valid
Statement 14	0.659	0.300	Valid
Statement 15	0.692	0.300	Valid
Statement 16	0.692	0.300	Valid

Source : SPSS 21 data (Data processed in 2022)

From table 3, it can be seen that from all statements regarding talent management, it can be declared valid where the *Corrected Item-Total Correlation* is

greater than the *Role Of Thumb* value of 0.300, then it can be Continued further research.

Reliability test

The Reability Test is carried out using cronback Alpha which if the value is more than 0.60 then shows the reliability (reability) of the instrument, and what if the value is less than 0.60 then it is stated that the instrument lacks reliability.

Table 4
Reliability Test

No.	Research Variables	Cronbach's Alpha	Role Of Thumb	Conclusion
1.	Employee Performance (Y)	0.805	0.600	Reliable
2.	Talent Management(X1)	0.866	0.600	Reliable
3.	Knowledge Management (X2)	0.843	0.600	Reliable

Source : SPSS 21 Data (Data processed in 2022)

From table 4 above, it can be stated that the value of *Cronbach's Alpha* in the variables Talent Management (X1), Knowledge Management (X2), and Employee Performance (Y) is greater *Role Of Thumb* 0.600, it can be concluded that the variables studied are declared reliable so that they can be continued for further research.

Normality test

In this test was carried out using the Kolmogorov-Smirnov test so that it could be a normal distribution. A data is said to be normal if the result is ≥ 0.05 and if it is not normal if the result shows ≤ 0.5 . (Sugiyono, 2017). For more information, see the table below.

Table 5
Normality Test

Variable	Asymp. Sig. (2-tailed)	Alpha	Conclusion
Talent Management	0.835	0.05	Normal Distributed
Knowledge Management	0.670	0.05	Normal Distributed
Employee Performance	0.994	0.05	Normal Distributed

Source : SPSS 21 Data (Data processed in 2022)

Based on table 5 above , it can be concluded that the processed data is Normal Distributed.

Multicholnearity Test

Testing regression models found correlations between free/independent variables

Table 6
Multicholinerity Test Results

No	Variable	VIFs	Tolerance	Conclusion
1	Talent Management	2.726	0.367	Symptom-Free Multicholinerity
2	Knowledge Management	2.726	0.367	Symptom-Free Multicholinerity

Source : SPSS 21 Data (Data processed in 2022)

Based on the results of the Multicholinerity Test in table 6 above, it can be concluded that between the two variables there is no multicholinerity problem or commonly called Free from Symptoms Multicholinerity.

Heteroskedasticity Test

Heteroskedasticity test is testing for differences in variance from the residual of one observation to another, where if this happens, it is concluded that there are symptoms of heteroskedasticity

Table 7
Heteroskedasticity Test Results

No	Variable	Sign	Alpha	Conclusion
1	Talent Management	0.551	0.05	Symptom-Free Heteroskedasticity
2	Knowledge Management	0.244	0.05	Symptom-Free Heteroskedasticity

Source : SPSS 21 Data (Data processed in 2022)

Based on the results of processed data from the Heteroskedasticity test in table 7 above, it can be concluded that independent variables are free from the symptoms of Heteroskedasticity.

Multiple Linear Regression Analysis

Multiple linear regression calculations between talent management (X1), knowledge management (X2), and employee performance (Y) which in the calculation are assisted by the SPSS program so that the following results are obtained in the table below :

Table 8
Hasil Multiple Regression Analysis Test

Information	Coefficient
Constand	1.577
Talent Management	0.146
Knowledge Management	0.614

Source : SPSS 21 Data (Data processed in 2022)

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 1.577 + 0.146 (X_1) + 0.614 (X_2)$$

The above multiple linear regression equation has the following meanings :

1. The Constant value has a positive value of 1,577 units if talent management and knowledge management are zero, then employee performance is still worth a fixed 1,577 units.
2. The value of the talent management regression coefficient is 0.146 units, meaning that if talent management increases by one unit, then employee performance increases by 0.146 units.

The value of the knowledge management regression coefficient is 0.614 units, meaning that if knowledge management increases by one unit, then employee performance increases by 0.614 units.

Test the Hypothesis t

In this test, in order to be able to find out the test in determining the influence of independent variables on dependent variables partially and used to measure the significant influence of independent variables on dependent variables.

Table 9
Uji T results

No	Variable	t-count	t-table	A	Sign	Conclusion
1	Talent Management	2.591	1.673	0.05	0.012	H1 accepted
2	Knowledge Management	9.379	1.673	0.05	0.010	H2 accepted

Source : SPSS 21 Data (Data processed in 2022)

Based on the results of the partial t test table above, it can be done as follows:

1. Effect of talent management variables on employee performance (H1). The talent management variable (X1) has a positive and significant effect on employee performance in TVRI of West Sumatra Province, where the calculated t value is greater than the t table (2,591>1,673) and the significance value is smaller than the alpha value (0.012 <0.05), then the hypothesis of one (H1) in this study is declared **accepted**.
2. The effect of the targeting management variable on employee performance (H2). The knowledge management variable (X2) has a positive and significant effect on employee performance at TVRI West Sumatra Province, where the calculated t value is greater than the t table (9,379>1,673) and the significance value of lebih is small from the alpha value (0.000 <0.05), then the second hypothesis (H2) in this study is declared **accepted**.

DISCUSSION

The effect of Talent Management on employee performance at TVRI West Sumatra Province.

Based on the results of the first hypothesis test, it was found that the talent management variable had a positive and significant effect on employee performance at TVRI West Sumatra Province, where the t value was calculated more. The magnitude of the table t and the significance value are smaller than the alpha value. So the first hypothesis (H1) in this study was declared **accepted**.

This means that the existence of a talent management program has a great contribution to the achievement of employee performance. Talent management held in the company has been able to provide provisions for employees in improving the ability to work to produce quality and quantity in accordance with company goals.

This research is in line with research conducted by Octavia, (2018) on the effect of talent management on employee performance (study on employees of PT Pertamina Geothermal Energy Area Ulu belu) stated that there is a positive influence of talent management on employee performance. The study (Savitri & Suherman, 2012) stated that there is a significant influence of talent management on employee performance. With vacancy information through the mass media, it will be able to obtain candidates who have the talent to fill positions according to expertise. When you have obtained talented candidates, orientation will be carried out, training in accordance with expertise to support employee skills to be ready to work. When the talents owned by employees can be managed properly by the organization, each employee can produce optimal performance, so as to improve organizational performance.

The Effect of Knowledge Management on Employee Performance at TVRI West Sumatra Province

Based on the results of hypothesis testing, it was found that knowledge management variables had a positive and significant effect on employee performance at TVRI West Sumatra Province, where the t value was calculated more. The magnitude of the table t and the significance value are smaller than the alpha value. Thus the second hypothesis (H2) in this study was declared **accepted**.

This shows that knowledge and performance management has a unidirectional movement, meaning that when a company wants to improve the performance of its employees things need to be done by adding value. The higher the management of knowledge, the better the performance will be because the employee will be easier to carry out activities work that fits the field they are running and that applies it to how to get the job done better.

This research is in line with new opinions (Choirun, et al (2016). Knowledge management has a positive and significant effect on employee performance. Where knowledge management is important in the learning process of an organization, the knowledge possessed by the organization must be able to provide progress for employees. So that the ability to manage knowledge can encourage organizations to be more competitive. Employees who have talents must be supported by knowledge so that terus develops and

can improve employee performance. This is also in line with research by Harmen and Tri (2018) states that knowledge management has a significant effect on employee performance. Strengthened by findings from research conducted by Jamaludin (2019) & Kardo, et al (2020) stated that knowledge management has a significant effect on employee performance

IV. Conclusion

In the results of the research that has been carried out that the conclusions in this study are made as follows:

1. Talent Management (X1) has a positive and significant effect on the performance of employees at TVRI West Sumatra Province, the better the talent management, the more work in the agency. hence the conclusion is that the first hypothesis is accepted.
2. Knowledge Management (X2) has a positive and significant effect on the performance of employees at TVRI West Sumatra Province, the higher the knowledge management in the company, the more it will improve the performance of its employees . hence the conclusion is that the second hypothesis is accepted

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