

THE INFLUENCE OF TALENT MANAGEMENT AND KNOWLEDGE MANAGEMENT ON EMPLOYEE PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS THE INTERVENING VARIABLE ON PT KERETA API INDONESIA (PERSERO) DIVISION REGIONAL I SUMUT

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ABSTRACT

The purpose of this research conducted at PT Kereta Api Indonesia (Persero) Divre I North Sumatra is to determine the effect of talent management and knowledge management on employee performance with employee engagement as an intervening variable. the effect of talent management and knowledge management on employee performance simultaneously and partially, as well as the effect of employee engagement on employee performance in part, and to find out how these factors affect employee engagement. The participants in this study were. By using the census method, which turns the entire population into a sample, this sample can be identified. Data collection used questionnaires, and multiple linear regression and path analysis were used to analyze the results. Talent management has an effect on employee engagement, knowledge management has an effect on employee engagement, talent management and knowledge management have an effect on employee engagement, and talent management and knowledge management have no effect on employee performance, according to the findings of this study. Through employee engagement, talent management has a greater direct impact on employee performance than it does indirectly through talent management. And ast is employee engagement has a smaller indirect impact on employee performance than knowledge management directly affects employee performance.

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1. INTRODUCTION

Employee performance will also be influenced by the success of the organization in creating employee engagement (H. A. H. S. R. Nasib, 2022). The employee engagement factor is one of the factors that determine the high and low performance of employees (F. R. A. L. S. S. Y. L. Nasib, 2023). An individual who is engaged in their work will be physically, mentally, and emotionally connected to their role at work according to the concept of engagement (Syaifuddin, 2022). Implementing talent management and knowledge management is one of the company's strategies to retain workers (S. B. E. E. N. Y. L. Nasib, 2023). Nowadays, businesses are expected to have a community of excellent human resources, also known as talented employees (Y. S. D. M. F. R. A. L. Nasib, 2023). Since the company has a superior human resource community, the talent it has needs to be retained in the talent management strategy, it is natural that talent management is one of the efforts made by the company in order to acquire, foster, and even retain talent-rich employees (Pebri, 2020).

To improve employee engagement, this research examines talent management, which includes career planning, incentives, and organizational support for employees. Improving employee performance is one of the goals organizations are able to improve employee competencies that influence the achievement of high employee performance through talent management practices such as job rotation. The study also found that talent management can have a direct impact on employee performance if done in combination with organizational advancement and planned employee career growth.

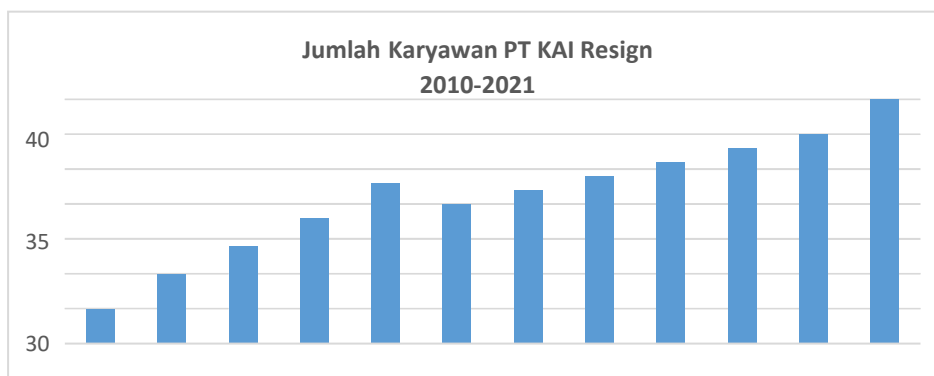
PT. Kereta Api Indonesia is one of the businesses that uses talent management and knowledge management as part of human resource management. PT KAI conducts employee management by

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evaluating employee performance as one of its methods. The purpose of evaluating employee performance is to determine the results of employee performance achievements so that a clear direction of employee development can be determined. The Performance Management System is an employee performance appraisal system that exists at PT KAI, but the system still cannot solve the current problems. ranging from high resignation rates, the number of employees who apply for early retirement, and decreased performance due to job placements that are not in accordance with their expertise and skills. Resign is the desire to change jobs, the tendency or intention of employees to quit their jobs voluntarily or move from one workplace to another based on their own choices, can be an early sign of employee turnover. The purpose of this research is to find out what factors are indicators related to the management system of employees who have a strong work history and have talent at a good level, then employees who have good skills a good understanding of their work and experience to support employee engagement indicators. These indicators can make employees feel more attached to their position or position in the company, and all known indicators aim to improve employee performance.



The description of the figure above shows that the KPI index of the company PT Kereta Api Indonesia (Persero) has always decreased from 2015 to 2021, in other words, the performance of the company's employees continues to decline based on the placement of work positions that are not in accordance with their expertise and skills. The phenomenon of resignation in every company will definitely exist, it is considered a common thing, maybe because there are employees who feel unsuitable for the system and the world of work in the company. However, this resign phenomenon becomes so unusual when it reaches a significant increase, where if every year there is an increase in the number of employees who resign then this will be a question. As happened at PT Kereta Api Indonesia (Persero) Divre I North Sumatra as follows:



From the graph above we can see that the increase in the number of employees at PT Kereta Api Indonesia (Persero) Divre I North Sumatra who resigned has increased from 2010-2021, and only in 2015 it decreased then in 2016 it increased again. Based on the statements above, the researcher was encouraged to examine the possibility of placing employees at PT Kereta Api Indonesia (Persero) Division *The Influence Of Talent Management And Knowledge Management On Employee Performance With Employee Engagement As The Intervening Variable On Pt Kereta Api Indonesia (Persero) Division Regional I Sumut.* **Rhilo Ahadi Rahman, et.al**

I North Sumatera with the best special abilities and expertise in their fields in appropriate positions or positions to improve performance. at PT Kai so that employees' sense of comfort in working for the company grows as a result of a sense of attachment and enjoyment of the position that is felt to be in accordance with their personality.

According to Dries, in Isanawikrama, (Yud Buana, 2017) Talent Management is a way to get the right assessment of each employee in the company. The results of the assessment will later serve to see and assess whether the employee is able to assist the company in achieving company goals. In other words, it is how to put the right people, in the right place and at the right time. (Hermawati et al., 2021) regarding talent management as follows; Talent Management is a series of integrated activities in managing high-performing employees at all levels of the organization with the main components being attracting talent through performance management, learning, and talent review, and retaining talent through career planning, succession planning, and talent binding. Research (Kristanti et al., 2023) explains that talent management affects employee performance.

(Kristanti et al., 2023) knowledge management is the process of applying a systematic approach to capturing, structuring, managing, and disseminating knowledge throughout the organization so that it can be used to work faster, reuse and can reduce expensive costs from project to project that have been done. (Said et al., 2020) knowledge management behavior is identified as a sequence of knowledge activities that explain the purpose of knowledge management itself. So it can be concluded that the factors and sources of knowledge management play a role in shaping knowledge management behaviors. (Pawit M. Yusup, 2012) states that knowledge management is a management process regarding people with all their uniqueness, expertise, and experience. According to (LITA WULANTIKA, 2018) Knowledge management in an organization is a system within a company that is interrelated with other systems. A good knowledge management system must provide a mechanism for its users to provide input regarding the credibility of knowledge.

According to (Lijan Poltak Sinambela, 2016) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the objectives of the organization concerned legally, not against the law and in accordance with morals and ethics. According to (Siswanto Sastrohadiwiryono, 2019) that performance depends on innate abilities (ability), abilities that can be developed (capacity), assistance for the realization of performance (help), material and non-material incentives (incentive), environment (environment), and evaluation (evaluation) (Sukiyah et al., 2021) There are several indicators in individual employee performance, there are four indicators, namely:

- 1) Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks.
- 2) Quantity. Represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
- 3) Timeliness. It is the level of activity completed at the beginning of the stated time, seen from the angle of coordination with output results and maximizing the time available for other activities.
- 4) Effectiveness. It is the degree to which the use of organizational resources (manpower, money, technology, raw materials) is maximized with a view to increasing the output of each unit of resource use.

According to Kahn (Mujiasih & Ratnaningsih, 2011) employee engagement at work is conceptualized as a member of the organization who carries out his work role, works and expresses himself physically, cognitively and emotionally during work. Then, as said (Wilson Bangun, 2012) "employee engagement" also includes employee involvement, individual involvement, satisfaction, and enthusiasm for the work performed. interaction with coworkers, whether they have access to resources and opportunities to learn new skills, and whether they believe their work is important and meaningful. According to Kahn (Nusatiria & Suharnomo, 2012) engagement is a multidimensional notion. Employees can be emotionally, cognitively, or physically engaged. Engagement occurs when a person is consciously aware and/or emotionally connected to others. Disengaged employees, on the other hand, disengage from work tasks and withdraw consciously and emotionally. The Conference Board (BIHARA, 2015) states that employee engagement is an emotionally and intellectually strong relationship that an employee has with his/her job, organization, manager or co-workers, which in turn, will influence him/her to give more effort to his/her work.

2. METHOD

Data Type

This research is a type of quantitative research, according to Sugiyono in the journal (Amelia, 2019) quantitative research by collecting data through surveys and questionnaires. The population and sample in this study included all 64 employees at the office of PT Kereta Api Indonesia Divre I North Sumatra and the sampling technique used the census sampling technique.

Analysis Method

Data analysis in this study using the Excel Statistical Analysis & SPSS computer program, statistical analysis techniques are used to process data. The data analysis methods used are: Multiple Linear Regression Analysis, Determination Test, Partial Test, Simultaneous Test and Classical Assumption Test.

3. RELUST AND DISCUSSION

Validity Test result

Table 1 : Validity test

Question	Pearsons' Correlations	Significance	Description
Talent Management (X1)			
1	0,222	0,05	Valid
2	0,263	0,05	Valid
3	0,446	0,05	Valid
4	0,652	0,05	Valid
5	0,594	0,05	Valid
6	0,289	0,05	Valid
7	0,588	0,05	Valid
8	0,581	0,05	Valid
9	0,795	0,05	Valid
10	0,786	0,05	Valid
11	0,389	0,05	Valid
12	0,568	0,05	Valid
13	0,660	0,05	Valid
14	0,666	0,05	Valid
15	0,410	0,05	Valid
16	0,348	0,05	Valid
17	0,736	0,05	Valid
18	0,722	0,05	Valid
19	0,675	0,05	Valid
Knowledge Management (X2)			
1	0,628	0,05	Valid
2	0,285	0,05	Valid
3	0,731	0,05	Valid
4	0,724	0,05	Valid
5	0,848	0,05	Valid
6	0,782	0,05	Valid
7	0,832	0,05	Valid
8	0,545	0,05	Valid
9	0,826	0,05	Valid
10	0,852	0,05	Valid
11	0,902	0,05	Valid
12	0,665	0,05	Valid
13	0,669	0,05	Valid
14	0,547	0,05	Valid
15	0,296	0,05	Valid
16	0,254	0,05	Valid
Employee Engagement (Z)			
1	0,596	0,05	Valid

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Question	Pearsons' Correlations	Significance	Description
2	0,722	0,05	Valid
3	0,298	0,05	Valid
4	0,639	0,05	Valid
5	0,437	0,05	Valid
6	0,514	0,05	Valid
7	0,427	0,05	Valid
8	0,730	0,05	Valid
9	0,730	0,05	Valid
10	0,715	0,05	Valid
11	0,690	0,05	Valid
12	0,642	0,05	Valid
13	0,702	0,05	Valid
Employee Performance (Y)			
1	0,501	0,05	Valid
2	0,534	0,05	Valid
3	0,517	0,05	Valid
4	0,516	0,05	Valid
5	0,595	0,05	Valid
6	0,539	0,05	Valid
7	0,503	0,05	Valid
8	0,613	0,05	Valid
9	0,722	0,05	Valid
10	0,582	0,05	Valid
11	0,494	0,05	Valid

Source: Data processed by SPSS 2023

Based on the data presented in Table 4.2 above, the validity of each questionnaire question item for each independent and dependent variable can be determined. Because the r count of each question item on the questionnaire is greater than 0.05.

Reliability Test Results

Table 2 : Reliability Test

Variable	Cronbach Alpha	Description
<i>Talent Management</i>	0,856	Reliabel
<i>Knowledge Management</i>	0,904	Reliabel
<i>Employee Engagement</i>	0,830	Reliabel
<i>Employee Performance</i>	0,777	Reliabel

Source: Data processed by SPSS 2023

From the reliability test results in Table 4.3 above, the resulting Cronbach Alpha value of each research variable is greater than 0.242 so that all variables in this study are said to be reliable.

Multicollinearity Test

Table 3 : Multicollinearity Test

Variabel	Collinearity Statistic	
	Tolerance	VIF
<i>Talent Management</i>	0,984	1,016
<i>Knowledge Management</i>	0,999	1,001
<i>Employee Engagement</i>	0,984	1,016

Source: Data processed by SPSS 2023

Based on the results of the data output, it is found that all VIF values < 10, this means that there is no multicollinearity. Thus it can be concluded that the multicollinearity test is fulfilled.

Heteroscedasticity Test

Table 4 Heteroscedasticity Test

Variabel Dependen	Variabel Independent	Tcount	Significance
Y	X1	1,768	0,082
	X2	3,397	0,074
	Z	3,261	0,065

Source: Data processed by SPSS 2023

From the output above, it can be seen that the significance value of the talent management, knowledge management, employee engagement and employee performance variables is greater than 0.05.

Output Regresi, Uji F, Uji Determinasi (I)

Table 5 Multiple Linear Regression Results of talent management and knowledge management on employee engagement

Dependent variable	Independent Variable	Regression Coefficient (Unstandardized)	Regression Coefficient (Standardized)	Significance
Z	X1	0,113	0,126	0,327
	X2	0,006	0,008	0,950
Konstanta (a)		46,147	0	0,000

Source: Data processed by SPSS 2023

Talent Management (X1) has a positive effect on Employee Engagement (Z) with a regression coefficient of 0.126 shown by the results of the equation. With a regression coefficient of 0.008, Knowledge Management (X2) has no effect on (Z).

Table 6: Coefficient of Determination

Dependent Variable	Independent variable	R Square	Adjusted R Square
Z	X1	0,016	-0,016
	X2		

Source: Data processed by SPSS 2023

The coefficient of determination of the regression model is 0.016, which indicates that talent management and knowledge management variables can account for 1.6% of employee engagement. While other variables that are not part of the research model have an impact on the remaining 98.4 percent.

Table 7 : F Test

Dependent Variable	Independent Variable	F Result	Significance
Z	X1	0,490	0,615
	X2		

Source: Data processed by SPSS 2023

It can be concluded that the third hypothesis which reads "There is an effect of Talent Management and Knowledge Management on Employee Engagement simultaneously" is true because the significance number is $0.615 > 0.05$ which indicates that H_0 and H_a are both accepted.

The conclusion of the t test

1. There is an effect of Talent Management on Employee Engagement" can be concluded to be true if the above calculation is accepted because the significance level is $0.327 > 0.05$.
2. There is an effect of knowledge management on employee engagement" can be concluded to be true because the significance value calculated in Table 4.19 above is 0.950 greater than 0.05.

Output Regresi, Uji F, Uji Determinasi (Ii)

Table 8 Results of Multiple Linear Regression Analysis of Talent Management and Knowledge Management on Employee Performance

Dependent variable	Independent Variable	Regression Coefficient (Unstandardized)	Regression Coefficient (Standardized)	Significance
Y	X1	0,123	0,191	0,082
	X2	0,192	0,365	0,001
	Z	0,253	0,353	0,002
	Konstanta (a)	15,421	0	0,059

Source: Data processed by SPSS 2023

Talent management (X1) has a positive effect on employee performance (Y) with a regression coefficient of 0.191, as shown by the equation results. Based on these findings, talent management and employee performance have an inseparable relationship. With a regression coefficient of 0.365, Knowledge Management (X2) has a positive effect on employee performance (Y). Based on these findings, there is a one-to-one relationship between employee performance and knowledge management. With a regression coefficient of 0.353, employee performance (Y) is positively correlated with employee engagement (Z). Employee performance and employee engagement have a unidirectional relationship due to this positive relationship.

Table : Determination test

Dependent Variable	Independent variable	R Square	Adjusted R Square
Y	X1	0,309	0,275
	X2		
	Z		

Source: Data processed by SPSS 2023

The coefficient of determination of the regression model is 0.309, indicating that the talent management and knowledge management variables can contribute 30.9 percent to employee performance. While other variables that are not part of the research model affect the remaining 27.5%.

Table 10 : F test

Dependent Variable	Independent Variable	F Result	Significance
Z	X1	8,952	0,000
	X2		
	Z		

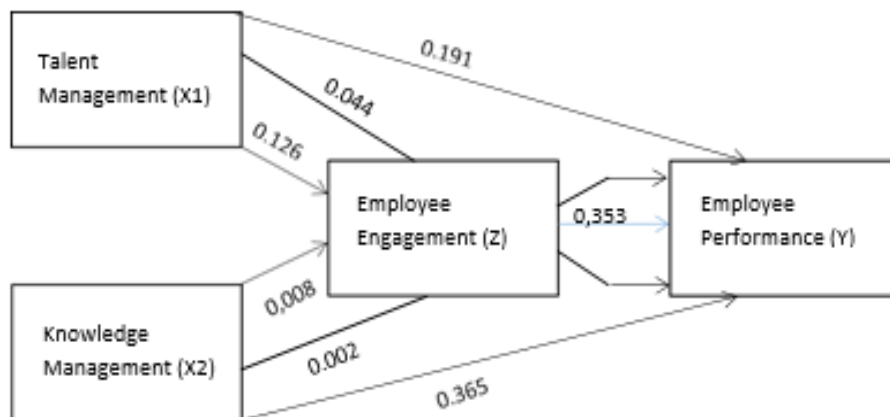
Source: Data processed by SPSS 2023

Berdasarkan perhitungan di atas angka signifikansi sebesar $0,000 < 0,05$ sehingga H_0 ditolak, dapat disimpulkan bahwa hipotesis keenam yang berbunyi "Terdapat pengaruh dari *Talent Management* dan *Knowledge Management* terhadap *Employee Performance*" tidak terbukti.

INDIRECT EFFECT

Tablw 11 : Indirect Effect

PengaruhVariabel	Direct Effect	Indirect Effect
X1 → Z	0,126	--
X2 → Z	0,008	--
X1 → Y	0,191	--
X2 → Y	0,365	--
Z → Y	0,353	--
X1 → Z → Y	--	0,044
X2 → Z → Y	--	0,002



Result Research

Effect of Talent Management on Employee Engagement

The t-count value has a magnitude of 0.126 and a standardized significance of 0.327, as shown by the calculation above. If the hypothesis is accepted, it can be concluded that talent management has an effect on employee engagement, the significance level is $0.327 > 0.05$. So it can be said that talent management affects employee engagement at PT Kereta Api Indonesia (Persero) Divre I North Sumatra. Naturally, businesses can use this as a model for implementing talent management in employee management to foster the strongest possible bond between employees and the organization. This research is in line with the research results (Mende & Dewi, 2021).

The Effect of Knowledge Management on Employee Engagement

The calculation results above show that the t value is 0.008 with a significance level of 0.950. It can be concluded that knowledge management affects employee engagement if the significance level is greater than 0.05. Of course, this can be a reference for companies on how to manage the sources of knowledge that employees will get, such as from training, seminars, comparative studies, and so on, so that they can be used in their work. This research is in line with the results of research (Sonafa Mayrani Muchtar Harahap, 2018).

Effect of Talent Management and Knowledge Management on Employee Engagement

The results of this experiment are results with a significance level of 0.615 and an F value of 0.490 respectively. From the results of the hypothesis carried out, it can be concluded that the hypothesis that focuses on managing talent management and managing employee engagement simultaneously has decreased. This finding is significant because there is a synergistic effect between talent management and knowledge management on employee engagement variables. If tested simultaneously on employees at PT Kereta Api Indonesia (Persero) Division I North Sumatra, this calculation shows that the combination of talent management and knowledge engagement will result in increased employee engagement. This research is supported by the results of research (Tamala & Fadili, 2021) and (Ramadhani & Harsono Harsono, 2020).

Effect of Talent Management on Employee Performance

The magnitude of the previously calculated t-count value is 1.191 with a significance level of 0.082. The fact that this significant figure is greater than 0.05 supports the hypothesis that talent management affects employee performance. This condition shows that the performance of PT Kereta Api Indonesia (Persero) Divre I North Sumatra employees is directly influenced by talent management. This is a reminder for the business world that the talent management system implemented by PT Kereta Api Indonesia (Persero) North Sumatra Division I has the potential to affect employee performance and employee performance. This research is supported by the results of research (Ni Kadek karina & I Komang Ardana, 2020).

Effect of Knowledge Management on Employee Performance

From the above calculation, it can be seen that the t value is 0.365 with a significance standard of 0.001. Because the level of significance is smaller than 0.05, it can be concluded that the hypothesis that knowledge management affects employee performance is not proven and therefore rejected. This

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situation indicates that the performance of PT Kereta Api Indonesia (Persero) Divre I North Sumatra employees is not affected by knowledge management. This also applies to PT Kereta Api Indonesia (Persero) Divre I North Sumatra, where the application of knowledge management by PT Kereta Api Indonesia (Persero) Divre I North Sumatra can only affect the employee performance of PT Kereta Api Indonesia. PT Kereta Api Indonesia (Persero) Divre I North Sumatra, but has not been able to improve employee performance there. This research is in line with the results of research (Falah & Prasetya, 2017).

Effect of Talent Management and Knowledge Management on Employee Performance

The calculated F value is 8,952 with a significance level of 0.000, as seen from the test results above. It can be concluded that there is a simultaneous influence of talent management and knowledge management on employee performance. not proven when the significance value of 0.000 is smaller than 0.05 so that the hypothesis is rejected. Based on the findings of tests conducted at PT Kereta Api Indonesia (Persero) Divre I North Sumatra, joint testing of talent management and knowledge management on employee performance at PT Kereta Api Indonesia has no effect and cannot improve employee performance. Research results (Qurotta Ayun, 2022) support the results of this hypothesis.

Effect of Employee Engagement on Employee Performance

Testing between employee engagement and performance produces results with a t value of 0.353 and a significance level of 0.002. Where the significance level of 0.002 is less than 0.05, the hypothesis is accepted and the relationship between employee engagement and engagement can be drawn. A positive attitude will be displayed by employees who are highly engaged in their work. The relationship that employees have with their work will play an important role in achieving company goals. This research is supported by (Muliawan, 2017).

Effect of Talent Management on Employee Performance through Employee Engagement

The direct effect is greater than the indirect effect, namely $0.191 > 0.044$ based on the direct and indirect effects between talent management and employee performance tested through the intervening variable employee engagement. This shows that the hypothesis is invalid, according to the path analysis, the direct effect of talent management on employee performance of 0.191 is greater than the indirect effect of talent management of 0.044 on employee performance through the intervening variable of employee engagement. As a result, the eighth hypothesis stating that talent management has no indirect effect on employee performance through employee engagement is not supported. It is known from these findings that employee engagement has a greater indirect impact on employee performance than talent management. so that the impact on employee performance at PT Kereta Api Indonesia (Persero) Divre I North Sumatra will be greater and better.

Effect of Knowledge Management on Employee Performance through Employee Engagement

The comparison of the direct and indirect effects of employee engagement variables and knowledge management variables on employee performance shows that the direct effect is greater than the indirect effect, with a value of $0.365 > 0.044$, indicating that the hypothesis is not supported. As a result, the ninth hypothesis that knowledge management has an effect on employee performance indirectly through employee engagement is not supported. Employees of PT Kereta Api Indonesia (Persero) Divre I North Sumatra will benefit more from the direct influence of knowledge management on employee performance than from the intervening variable, employee engagement. Based on this finding, it is clear that this direct effect is greater than the indirect effect of knowledge management on employee performance.

Discussion

Through the intervening variable of employee engagement, this study aims to examine the effect of talent management and knowledge management on employee performance in employees of PT Kereta Api Indonesia (Persero) Divre I North Sumatra. The results of data analysis show that of the nine hypotheses that have been tested, 4 are proven true, and 5 are proven false. Path analysis is also used in this study to determine how much direct and indirect influence the independent variable has on the dependent variable.

Collecting the findings of research conducted at PT Kereta Api Indonesia (Persero) Divre I North Sumatra shows that the employee engagement variable is influenced by talent management, and additional findings show that employee engagement is influenced by knowledge management. Performance and employee engagement are both influenced by knowledge management. Based on the

results of research conducted at PT Kereta Api Indonesia (Persero) Divre I North Sumatra, employee performance is influenced by employee engagement variables.

The path analysis conducted at PT Kereta Api Indonesia (Persero) Divre I North Sumatra resulted in the following findings, the direct effect of talent management on employee performance through the intervening employee engagement variable is greater than the indirect effect of 0.002, as determined by the study. In addition, it is known that the direct effect of employee engagement on employee performance variables is greater than the indirect effect, which is 0.044, of the knowledge management variable.

4. CONCLUSION

From the results of the data analysis that has been done above, the objectives of this research will be answered on the employees of PT Kereta Api Indonesia (Persero) Divre I North Sumatra, the conclusions of this study are as follows: There is an influence between talent management and employee engagement, meaning that by assessing an employee's ability to achieve company goals, the sense of attachment between employees and their work is getting closer. Likewise, by paying attention to the provision of knowledge that will be given to employees, the impact will guarantee the employee's attachment to the company where he works. This means that by paying attention to the knowledge and knowledge of employees and taking part in nurturing every talent owned by employees will further strengthen the sense of attachment that exists between employees and the company. Likewise, the performance results that will be produced by employees will be maximized if there is maintenance of their talents, but the knowledge and knowledge provided by the company here apparently cannot maximize the performance of existing employees. There is no influence between employee engagement on employee performance, meaning that the feeling of being tied between employees and the company will not have an effect on improving employee performance. Through employee engagement, it can be seen that talent management has a greater direct impact on employee performance than indirect employee performance. This means that the greater influence given after assessing an employee's ability to achieve company goals in improving employee performance through the feeling of attachment between employees and the company compared to the indirect effect. Through employee engagement, it is evident that the direct impact of knowledge management on employee performance is greater than the indirect impact of knowledge management on employee performance. This means that the greater influence given after providing knowledge to employees in the company in improving employee performance through the feeling of attachment between employees and the company compared to the indirect effect.

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