

The Impact of Talent Management and Knowledge Management on Employee Performance

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Abstract

This research aims to find out and analyze the impact of talent management and knowledge management on employee performance at Hospital X in Jember. The research population was all medical personnel who worked at Hospital X in Jember. Descriptive analysis to analyze the description of respondents and research variables consisting of talent management, knowledge management and employee performance. Inductive analysis to test the research hypothesis developed. It is hoped that the research results can answer the research hypothesis which states that talent management and knowledge management can improve employee performance at "Hospital X" in Jember

Keywords

talent management; knowledge management; employee performance; hospital.



I. Introduction

Reforms in the health sector in hospitals were implemented to improve health services and make them more efficient, effective and accessible to all levels of society. Each hospital implements policies and strategies that support health sector reform through full support for human resource management. Human resource management cannot be separated from employees who are expected to be able to perform well to achieve the goals of the hospital. Therefore, in order for the hospital's goals to be achieved well, the human resources in the hospital must be managed well and correctly to create added value for the hospital. Hospitals hope that by doing this they can maintain the human resources they have so they can work productively and professionally.

One way for hospitals to continue to develop and grow amidst very rapid competition, hospitals need to also focus internally within their hospitals, namely by finding, attracting and retaining the best people they have. It can be said that the success that occurs in a hospital is largely determined by its human resource empowerment activities, where hospital managers need to pay close attention to the attitudes, behavior, desires and needs of employees so that employees can be encouraged to improve their performance.

Employee performance is the functional result of a person's work in an organization which is influenced by factors to achieve organizational goals within a certain period of time (Mangkunegara, 2018). The resulting performance becomes a benchmark for the success of an organization (Qomariah, 2020). The success of an organization is not only measured by the amount of capital spent, the sophistication and completeness of equipment, but is seen from how the organization is able to manage existing human resources (Azhad et al., 2015). It is important for organizations to know what factors can influence employee performance, such as through perceptions of talent management, knowledge management.

Talent management was born from the belief that talent is what differentiates superior organizational cultures from those that are not, and what differentiates companies or organizations from having them (Rachmadinata & Ayuningtias, 2017). According to theory, talent management states that companies want to keep people because of their strengths. Talents are key employees who have sharp strategic thinking, the ability to attract and inspire people, have entrepreneurial instincts, functional skills and the ability to create results. Employees who have reliable talent will always be maintained by the company or organization. This is because these employees will contribute to the success of the company. Research (Nisa et al., 2016) states that the application of talent management and knowledge management at PT. PLN (Persero) East Java, Surabaya Distribution has been running very well so that it has had a positive impact on employee performance. Research conducted by (Malika & Irfani, 2022), (Sitorus et al., 2022a), (Panjaitan, 2021), (Ningrum et al., 2023), (Anisah & AS, 2020), (Nisa et al., 2016), (Masruroh et al., 2023), (Saputra et al., 2020), (Sitorus et al., 2022b), (Wahyuni, 2019), (Kardo et al., 2020), (Octavia & Susilo, 2018), (Widianingsih & Wulansari, 2018), stated that talent management makes a very influential contribution to improving employee performance. This is because employees who benefit from talent management activities will gain additional knowledge and knowledge so that they are able to produce much better performance than before. Meanwhile, research results (Ivana & Marzuki, 2023) show that talent management has a positive but not significant effect on employee performance. This means that talent management is less able to improve employee performance.

Knowledge is also an important factor in order to create quality services, which requires employees who have intellectual, technical and interpersonal abilities, who work based on practical standards. Knowledge management is seen as a strategy to improve organizational performance and survival in the business environment. Effective knowledge management encourages and increases collaboration among employees in an organization (Nisa et al., 2016). Knowledge management is always needed in every organization. Knowledge management plays an important role in supporting the innovation process in business activities with the support of effective knowledge management implementation (Sitorus et al., 2022). Knowledge management is a management tool that can be used to support the achievement of organizational goals and demonstrate competitive advantage so as to create good employee performance (Arfati, 2018). Research (Sanosra et al., 2022), (Ilyasa et al., 2018), (Panjaitan, 2021), (Nisa et al., 2016), states that knowledge management makes a positive contribution to employee performance. However, research results (Masruroh et al., 2023) show different results, namely that knowledge management has a positive but not significant effect on employee performance. This means that knowledge management is less able to improve employee performance.

Organizational performance is an important focus at Jember X Hospital. Jember X Hospital is one of the regional government hospitals that provides health services for the people of Jember Regency and its surroundings. The success of public health services depends on the ability of employees in the medical and non-medical departments to carry out their work as outlined in their responsibilities and job descriptions. The staff of the Jember X Hospital are employees who have high competence, expertise, integrity and professionalism in providing excellent health services to the community. Jember X Hospital implements employee performance assessments based on individual assessment indicators (IKI) as regulated in the National Hospital Accreditation Standards (SNARS) using the same performance indicators for clinical and non-clinical staff. Based on the employee performance assessment, there are still employees at the Jember X Hospital,

especially in the Medical Services Section, who have performance assessment results that are classified as good in accordance with predetermined standards. Meanwhile, the rest is still categorized as sufficient. Based on the problems faced by the Jember X Hospital, there are still several employees whose performance is considered adequate, especially employees with PPPK and BLUD status and there are still inconsistencies in research results between talent management and knowledge management which are linked to employee performance, so this research is necessary. The aim of this research is to determine the influence of talent management and knowledge management on employee performance at Jember X Hospital.

II. Literature Review

2.1 Employee Performance

According to (Rivai & Mulyadi, 2012), performance is the result or overall level of success of a person during a certain period in carrying out tasks, compared to the standards of work results, targets or goals or criteria that have been determined in advance and have been mutually agreed upon. Performance is the result of the work of a person or group of people in a company in accordance with their respective authority and responsibilities, as an effort to achieve company goals legally and in accordance with morals and ethics (Mangkunegara, 2018). According to (Tanady, 2017), performance is behavior that produces products, both goods and services, that are based on competence in accordance with job demands and high work motivation from employees in an organization.

2.2 Talent Management

Talent management is a series of comprehensive and integrated processes to create a pool of talent in an organization, in order to achieve organizational goals. The talent management process includes identifying, developing, recruiting, retaining and using talented people in the organization (Armstrong & Taylor, 2014). Talent management begins with business strategy and signals the need for future demand for talented people. Ultimately, the goal is to develop and nurture talented people.

2.3 Knowledge Management

According to (Armstrong & Taylor, 2014), knowledge management is any process or practice of creating, obtaining, capturing, sharing, and using knowledge to improve learning and organizational performance. Knowledge management is the management of company knowledge in creating business value and producing sustainable competitive advantage by optimizing the process of creating, communicating and applying all knowledge needed to achieve business goals (Nisa et al., 2016).

2.4 Research Hypothesis

First hypothesis (H1): Talent management has a positive effect on employee performance.

Second hypothesis (H2): Knowledge management has a positive effect on employee performance.

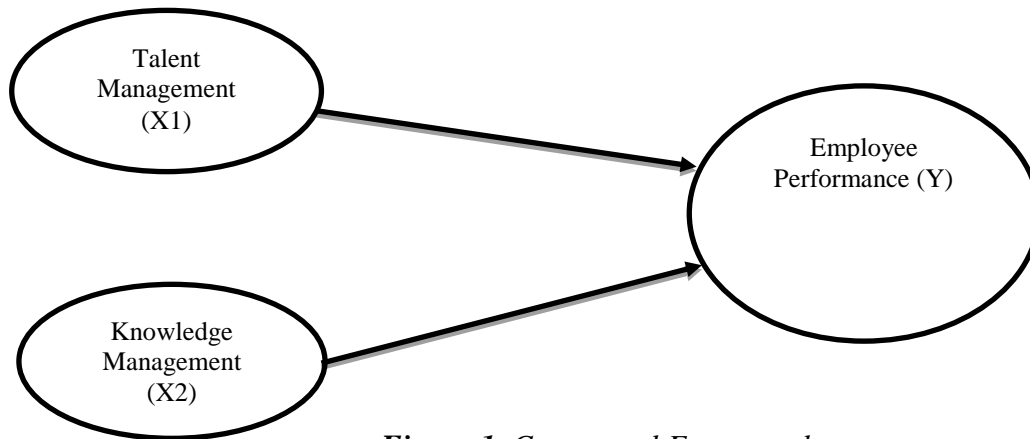


Figure 1. Conceptual Framework

III. Research Methods

The aim of this research is to test the influence of the independent variable on the dependent variable within a causality framework (Sugiyono, 2011). According to (Sugiyono, 2017), causality research investigates causal relationships between variables. The independent variables in this research are talent management (X1) and knowledge management (X2), while the dependent variable is employee performance (Y). Descriptive analysis was carried out to determine the description of the respondents and also the variables used in this research, namely talent management (X1) and knowledge management (X2), and employee performance (Y). The population of this study were all employees at the Jember X Hospital. Reliability tests and validity tests will be carried out to test the quality of the research instruments. Meanwhile, simple linear regression is used to test the research hypothesis.

IV. Results and Discussion

4.1 The Influence of Talent Management on Employee Performance

Talent management was born from the belief that talent is what differentiates superior organizational cultures from those that are not, and what differentiates companies or organizations from having them (Rachmadinata & Ayuningtias, 2017). Research (Nisa et al., 2016) states that the application of talent management and knowledge management at PT. PLN (Persero) East Java, Surabaya Distribution has been running very well so that it has had a positive impact on employee performance. Research conducted by (Malika & Irfani, 2022), (Sitorus et al., 2022a), (Panjaitan, 2021), (Ningrum et al., 2023), (Anisah & AS, 2020), (Nisa et al., 2016), (Masruroh et al., 2023), (Saputra et al., 2020), (Sitorus et al., 2022b), (Wahyuni, 2019), (Kardo et al., 2020), (Octavia & Susilo, 2018), (Widianingsih & Wulansari, 2018), stated that talent management makes a very influential contribution to improving employee performance. This is because employees who benefit from talent management activities will gain additional knowledge and knowledge so that they are able to produce much better performance than before.

4.1 The Influence of Knowledge Management on Employee Performance

Effective knowledge management encourages and increases collaboration among employees in an organization (Nisa et al., 2016). Knowledge management is always needed in every organization. Knowledge management plays an important role in supporting the innovation process in business activities with the support of effective knowledge management implementation (Sitorus et al., 2022). Research (Sanosra et al., 2022), (Ilyasa et al., 2018), (Panjaitan, 2021), (Nisa et al., 2016), states that knowledge management makes a positive contribution to employee performance.

V. Conclusion

Conclusions and suggestions that can be explained on the basis of exposure related to theory and previous research results are:

1. Based on the first hypothesis (H1) which states that talent management has a positive effect on employee performance at Jember X Hospital. It is hoped that this hypothesis will be proven after the research is completed.
2. Based on the second hypothesis (H2) which states that knowledge management has a positive effect on employee performance at Jember X Hospital. It is hoped that this hypothesis will be proven after the research is completed.

Suggestion

The results of this research are to increase knowledge, especially about human resource management with the concepts of talent management and knowledge management which are linked to employee performance.

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