

Disclosing The Implementation Of Talent Management And Knowledge Management On Employee Performance At PT. XYZ

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Abstract

This study describes the application of talent management and knowledge management to employee performance at PT. XYZ. The research approach is a quantitative approach through explanatory research, and a qualitative approach obtained through key informants and supporting informants in the company. The analytical tool used is multiple regression. The population is employees of PT. XYZ and the sampling technique used is the proportional random sampling technique with a questionnaire and internal company data. The study results obtained the application of talent management and knowledge management at PT. An adjusted R² of 24.9% indicates XYZ that employee performance is influenced by talent management and knowledge management simultaneously and significantly. The partial test has no significant effect. Companies should be able to continue to improve the effectiveness of the implementation of talent management and knowledge management by overcoming these obstacles. These two variables can have a partially significant effect on employee performance.

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INTRODUCTION

Scientific development and information technology in the current era of globalization encourage organizations to analyze and predict any changes in the environment or business environment by providing a fast, accurate, effective and efficient response. Therefore, every organization needs reliable and quality human resources (HR). Carrying out operational activities of the organization, human resources are a strategic factor in all organizational activities and act as determinants of policy direction and organizational performance in achieving the expected goals. Nawawi (2017: 44) reveals that "HR planning is establishing a strategy to acquire, utilize, develop, and maintain HR following the needs of the organization/company now and its development in the future".

Talent management is the process adopted by companies to identify, develop, retain and place the right people in the right places. In addition to talent, education and knowledge also play an important role in preparing quality and competitive human resources. Intense global competition requires

companies to continuously improve the company's performance, therefore qualified and knowledgeable human resources are an important choice that must be made to realize the company's vision. Knowledge is very decisive, so its acquisition and utilization need to be managed properly to improve employee performance.

Knowledge management is a series of processes for creating, communicating, and applying corporate knowledge as learning to improve employee and organizational performance. The employee talent development process is inseparable from good knowledge management. A talent management system implemented in an integrated manner and harmony with knowledge management can improve employee performance. The research was conducted at PT. XYZ, a company that provides products in the field of Manufacturing Distribution of Power Plant Transformers. The reason for choosing the research location is because PT. XYZ is a company that implements talent management and knowledge management to manage human resources to achieve maximum performance. This study aimed to analyze and explore information related to the influence of talent management and knowledge management on employee performance.

METHODS

Quantitative Approach

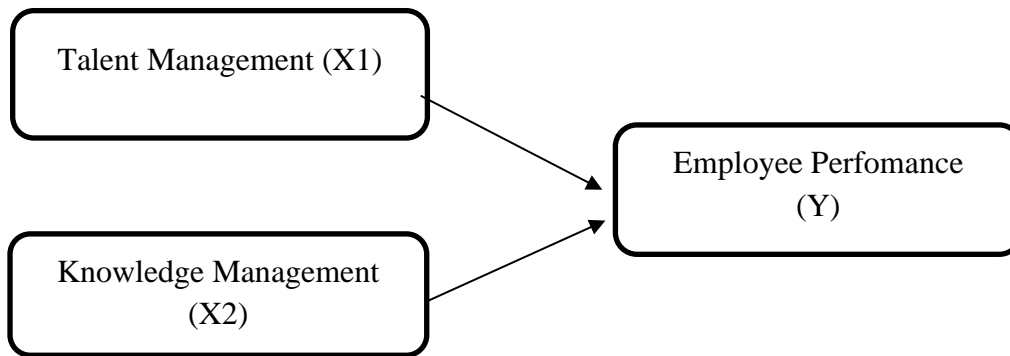
This research uses the type of research, explanation or explanatory research with a quantitative approach. The research location is at PT. XYZ, which is located in Cileungsi, Bogor. The population in this study were all permanent employees at PT. XYZ has 240 employees spread over 5 divisions, namely HR & Organization, Production, Test By, Quality Assurance, and Manufacturing Design. Using proportional random sampling technique determined that the number of samples in this study was 163 employees.

Descriptive statistical analysis is used to analyze the data by describing or describing the data that has been collected. Likert scale is used to facilitate the interpretation of answers or data. The analytical tool used is multiple regression which is used to analyze the effect of the Talent Management (X1) and Knowledge Management (X2) variables on the Employee Performance variable (Y).

Qualitative Approach

Qualitative approach was obtained from key informants and supporting informants at PT. XYZ with an overview as follows:

1. Determination of Talent Criteria
2. Measurement of Employee Performance Goals
3. Measurement of Competency Targets

Framework**Explanation of Framework Based on Literature Review**

From the framework, talent management and knowledge management affect employee performance. The following literature review can explain it:

- Talent Management

Definition of Talent Management according to Darmin Ahmad Pella and Afifah Inayati (2011), Talent Management is a process to ensure a company fills key positions of future leaders and positions that support the company's core competencies (unique skills and high strategic value)." Meanwhile, according to Sareen and Mishra (2016) talent management can be defined as the process of recruiting, training, managing, developing, assessing, and maintaining the organization's most valuable resource, namely people. Another opinion was expressed by Dries (Isanawikrama, Wibowo & Buana, 2017) which defines talent management as a system or way to get a proper assessment of each employee in the company.

Based on the opinions of these experts, talent management is a series of initiatives carried out by the company through the process of identifying, developing, and retaining talented employees to align the right employees with the right jobs and at the right time based on the company's strategic goals and company activities priorities by optimizing performance. talented employees to create business excellence and achieve the company's vision.

- Knowledge Management

In general, knowledge management can be understood as a systematic step in managing intellectual assets/knowledge and various information from individuals and organizations to create competitive advantage and maximize added value and innovation. Knowledge Management is not limited to hardware and software technology devices (tangible assets). Still, it focuses on investment in developing the competence and knowledge of its workers (intangible assets) so that they can innovate. According to Tiwana (2001) in Tobing (2007) knowledge management is the management of knowledge. company knowledge in creating business value and generating a sustainable competitive advantage by optimizing

the process of creating, communicating, and applying all knowledge needed to achieve business goals. American Productivity and Quality Center (APQC) in Tobing (2007) defines knowledge management as systemic approaches that help emerge and flow information and knowledge to the right people at the right time to create value.

Meanwhile, Award and Ghazari (2004) define knowledge management as the process of acquiring and utilizing a set of company expertise anywhere in a business, paper, document, database (explicit knowledge) or in one's mind (tacit knowledge). assumes that knowledge that is useful to individuals in the organization can be articulated and made explicit. Explicit knowledge in this research is job procedure and technology.

- Employee Performance

In maintaining its competitiveness, the company requires innovation. Meanwhile, company innovation depends on resource capabilities (S. Santoto et al., 2021). Therefore the company must manage human resources well to produce good performance. Employee performance is the result of employee work in terms of quality, quantity, working time, and cooperation to achieve the goals set by the organization. Meanwhile, according to Fahmi (2017: 188) "Performance is the result of a process that refers and is measured over a certain period based on pre-determined provisions or agreements.". Mangkunegara (2016: 9) defines employee performance as the result of a person's work in quality and quantity that employees have achieved in carrying out their duties according to the responsibilities given. Based on the experts' opinions above, employee performance is the achievement of a work result in a work process based on natural abilities or abilities obtained from the learning process and motivation to excel and improve individual performance and achieve company goals.

Robbins in Bandari (2016:21) determines six standards for measuring employee performance, namely based on quality, quantity, punctuality, effectiveness, independence, and work commitment. Meanwhile, "Performance indicators are quantitative and qualitative measures according to Sedarmayanti in Bandari (2016: 21) which describe the level of achievement of a set target or goal. Performance indicators are used to ensure that the day-to-day performance of the organization/work unit in question shows the ability to achieve the goals and objectives that have been set.

Explanation of the Qualitative Approach

- Determination of Talent

Employee talent criteria result from the direct supervisor's proposal which the direct superior's supervisor evaluates as a form of monitoring and accountability for measurements carried out. After being examined by the immediate supervisor, the proposed employee talent criteria results must obtain verification and proof from the appraisal committee and/or those with higher authority. The Talent Criteria is a combination of the results of measuring the achievement of the Employee Performance Target Contract and the measurement of Individual Competence which is determined by the following

matrix:

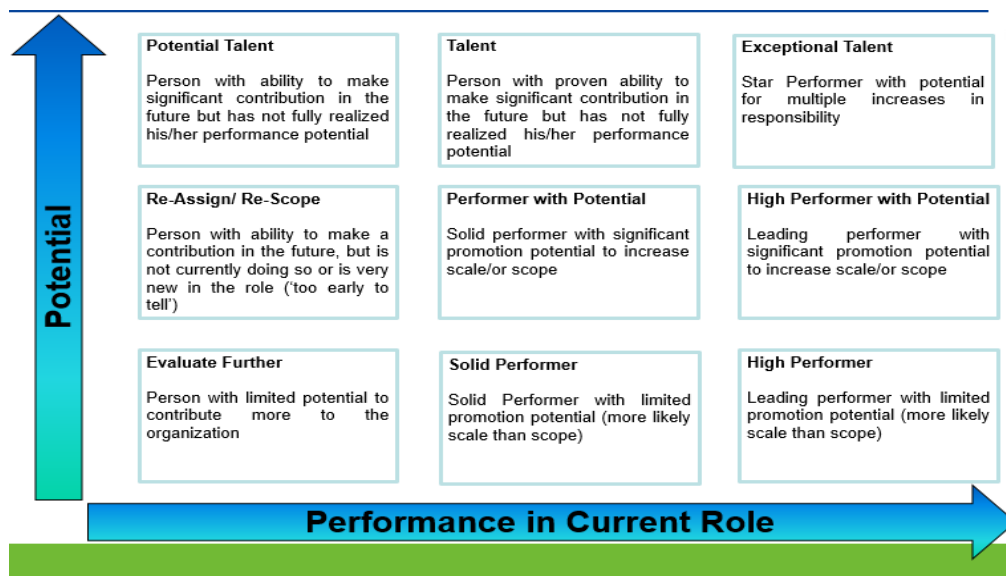


Figure 1. Performance Potential Assessment

Based on the researcher's interview with the company's management, namely the Development, employees classified as talent are employees whose talent criteria results in the following criteria:

1. Very potential, or
2. Extraordinary, or
3. Very Optimal, or
4. Optimal.

• **Measurement of Employee Performance Goals**

Measurement of employee assignment results containing Strategic Initiatives, Performance Indicators and targets that describe SMART (Specific, Measurable, Achievable, Realistic, and Time-Bound), is carried out at the end of the semester by the respective employee's supervisor.

There are 5 (five) levels of assessment results, namely Minimum Achievement/marginal (score 0-100), Need for Development (score 101-200), Meet Requirements (score 201-300), Exceeds Expectations/ Exceeds Requirements (scores 301-400), and Outstanding Achievements (scores 401-500). Measurement of the achievement of an employee's performance target can be in the form of an achievement that varies in size, time, quantity, and quality according to the decision of the direct superior that is prepared with the employee. The direct supervisor must provide a measurement of the achievement of the employee's performance targets at the end of the semester, which the Appraisal Committee will then evaluate. Any violations that occur will be subject to sanctions determined later.

• **Measurement of Individual Competency**

Targets Measurement of Individual Competency Goals is obtained from multiple sources: oneself, direct supervisor, co-workers, and/or subordinates. Individual Competencies contain the Competency Needs of a position (KKJ), KKJ consists of 3 Competencies, namely Main Competencies, Competencies, Roles and Field Competencies.

Main Competencies are types of competencies that must be possessed by each employee, consisting of Customer Service Orientation, Achievement Orientation, and Continuous Learning.

Role competencies are types of competencies required for certain positions in the company, both structural and functional positions, which consist of: Analytical Thinking (Analytical Thinking), Decision Making (Decision Making), Business Spirit (Business Spirit), Developing Others (Developing Others), Group Cooperation (Teamwork), Leadership (Leadership), Planning and Organizing (Planning and Organizing), and Understanding of Organizational Awareness Map.

Field competence is the type of competence required following the type of profession of each employee to complete technical jobs, both structural and functional positions. The results of the calculation of the three competencies will be assessed into 4 (four) categories, namely; Under-Displayed Competence (0-200), Average Competence (201-300), Special Competence (301-400) and Very Special Competence (401-500).

RESULTS AND DISCUSSION

Results

The regression coefficient calculation results using the software obtained the regression model equation, namely $Y' = 15.254 + 0.461X_1 + 0.308X_2$.

Table 1. Class Interval Likert Scale

Score	Class Interval	Answer
5	> 4,2 - 5,0	Very Good / Strongly Agree / Very High / Very Big
4	> 3,4 - 4,2	Good / Agree / High / Big
3	> 2,6 - 3,4	Good enough / Uncertain / High enough / Big enough
2	> 1,8 - 2,6	Poor / Disagree / Low / Small
1	1 - 1,8	Very Bad / Strongly Disagree / Very Low / Very Small

Table 2. Variable Frequency Distribution of Talent Management

No.	Item	Mean
1.	Recruiting talented people	4.22
2.	Selecting talented people	4.20
3.	Developing talented people	4.44
4.	Retaining talented people	4.25
5.	Distributing talented people appropriately according to with talents owned	4.03
6.	Ensure organizational performance can be maintained by investing in human resources	4.14
7.	Evaluate the performance of talented employees	4.26
8.	Employees have pride in the company	4.47
	Grand Mean	4.25

Table 3. Frequency Distribution of Knowledge Management Variables

No.	Item	Mean
1.	Creating knowledge as learning to improve performance	4.25
2.	Acquiring knowledge as learning to improve performance	4.34
3.	Capturing knowledge as learning to improve performance	4.26
4.	Disseminating knowledge as learning to improve performance	4.22
5.	Applying knowledge	4.23
6.	Managing tacit knowledge through knowledge sharing	4.22
7.	Managing tacit knowledge by converting it in the form of documents or reports	4.02
8.	Enriching experience as personal knowledge	4.28
9.	Managing explicit knowledge through direct practice	4.14
10.	Job procedures meet the standards for maximize knowledge	4.17
11.	Technology that meets standards to maximize knowledge	4.23
Grand Mean		4.21

Table 4. Frequency Distribution of Employee Performance Variables

Object	Font	Alignment
1.	Ability to achieve maximum results in doing work.	4.22
2.	The work process is going well	4.06
3.	Contributing to the economy	4.20
4.	Motivation to achieve goals	4.22
5.	Quality of work	3.90
6.	Quantity of work	4.06
7.	Timeliness in doing work	4.01
8.	Understanding job procedures	4.11
9.	Able to take decisions	4.00
10.	Able to express opinions	4.11
11.	Able to work together	4.31
Grand Mean		4.10

1. Results of Multiple Linear Regression

Analysis Multiple linear regression analysis serves to analyze the relationship and influence between Talent Management (X1) and Knowledge Management (X2) variables on Performance variables Employee (Y). The results of the calculation of the regression coefficient using the software obtained the regression model equation, namely $Y' = 15.254 + 0.461X1 + 0.308X2$.

2. Coefficient of Determination (R²)

Based on the statistical calculations, the adjusted R² result is 0.249. So it can be concluded that Talent Management (X₁) and Knowledge Management (X₂) have an effect of 24.9% on the Employee Performance variable (Y). While the remaining 75.1% is influenced by other variables not discussed in this study.

3. F Test Results

Based on the results of the F test statistics, F_{count} > F_{table} (11.260 > 3.15) and Sig 0.000b < 0.05. So it can be concluded that Talent Management (X₁) and Knowledge Management (X₂) have a significant effect together on Employee Performance (Y).

4. Partial Test Results (T Test)

Based on the results of the statistical calculation of the partial test, the following results are obtained:

- a) Talent Management Variable (X₁) with Employee Performance Variable (Y) shows t_{count} < t_{table} (1,778 < 2,000) and Sig value 0.08 > 0.05. So it can be concluded that Talent Management does not have a partially significant effect on Employee Performance.
- b) Knowledge Management Variable (X₂) with Employee Performance Variable (Y) shows the value of t_{count} < t_{table} (1,714 < 2,000) and the value of Sig 0.092 > 0.05. So it can be concluded that Knowledge Management has no significant effect partially on Employee Performance.

Discussion

Based on the statistical analysis results, it is known that Talent Management and Knowledge Management jointly have a significant effect on employee performance. The results of this study strengthen the theory of Venkateswaran (2012) which states that ideally talent management should be carried out in conjunction with four other important strategies that become basic needs and become profits for the company, namely talent management as a strategy to manage a series of plans, strategies to support company strategy, strategies for developing employees and strategies for retaining employees. While the results of the study which showed that Knowledge Management had no significant effect on employee performance supported some of the results of previous research conducted by Kosasih and Budiani (2007) which showed that the direct influence of personal knowledge and technology had a significant effect on employee performance. Knowledge Management plays a role as one of the company's strategies to develop employees. Employees who have talent must be supported by knowledge to continue to grow and be managed by the company with the right management system. Companies that implement talent management and knowledge management in an integrated and aligned manner can significantly improve employee performance.

The qualitative approach obtained from key informants, namely policy makers related to talent management and knowledge management in the company, is as follows:

1. Talent Management Implementation

Talent Management practices at PT. XYZ is carried out by a special department directly under the auspices of the HR and Organization field. According to the company, the definition of talent

management is the management of HR assets that have added value or contribute to company performance. This program aims to select people who are considered appropriate and have the potential to contribute to efforts to improve company performance. The implementation of talent management practices at PT. XYZ consists of several stages, including:

- a) Mapping of employee talents, serves to identify employees who have potential and competencies under predetermined criteria.
- b) Talented employee development, development and coaching of talented employees is carried out so that employees are in line with company expectations and have readiness to occupy the nominated structural positions.
- c) Placement of talented employees, employees are placed according to their talents, potential and competencies so that they are expected to make a maximum contribution to improving company performance.
- d) Retaining talented employees The company provides financial and non-financial rewards based on performance to maintain employee motivation and loyalty.

2. Implementation of Knowledge Management

Knowledge management practices at PT. XYZ are carried out by a special section, namely Organization Development (OD) which is directly under the auspices of the HR field. According to the company, the definition of knowledge management is a series of systematic steps in the management of knowledge assets, namely collecting, storing, and using or disseminating knowledge to improve the company's performance on an ongoing basis. The implementation of knowledge Management practices at PT. XYZ consists of several stages with two main functions, namely:

a) Function Collect

Team Organization Development is tasked with collecting tacit and explicit knowledge from employees and the company through the collect function. This knowledge is collected through several activities such as Community of Practice, Knowledge Sharing, Knowledge Capturing, and Innovation Works.

b) Function Connect

Through the connect function, Team Organization Development is tasked with disseminating knowledge collected so that employees can access it according to their needs and authority. This knowledge is disseminated or distributed through activities such as Community of Practice, Knowledge Sharing, Knowledge Capturing, and Innovation Works.

c) Function Documented

The documented Team Organization Development is tasked with documenting the results of activities held to collect and disseminate knowledge through Community of Practice, Knowledge Sharing, Knowledge Capturing, and Innovation Work activities, then storing it in the Knowledge Management room.

PT. XYZ ensures the availability of employees by identifying talent candidates, talent and talent development selection. In determining the criteria for an employee who can be classified as a potential talent candidate, PT. XYZ combines the results of measuring the achievement of Employee Performance targets and measuring Individual Competencies carried out per semester.

3. Development of the Talent and Knowledge Development Acceleration Program for PT. XYZ Talent development program implemented by PT. XYZ include:

- Job Enrichment (Vertical Job Loading), in workshops, seminars/scientific forums, becoming a member of the profession, assignment of work teams, and daily management.
- Special Assignment: Employees are asked to analyze and solve critical problems or special projects in their field.
- Job Enlargement (Horizontal Job Loading), i.e. Employees are given assignments to other positions in the same field.
- On the Job Development, namely providing skills, knowledge and directives in the workplace.
- Action Based Learning, namely a training process that is carried out continuously regarding problem solving in the field (training).
- CMC (Coaching Mentoring Counseling), namely consultation and coaching with mentors scheduled as needed.
- Training
- Knowledge Management, knowledge sharing, community of practice (CoP), and knowledge capturing.

4. Assigning PT.XYZ Key Positions

The assignment of key positions is the next step in the talent and knowledge management program, both as long as the participants are in and have completed the accelerated development program. The stages of the talent development acceleration program prepare the organization's best talents to fill assignments from top management or shareholders. In this case, PT. XYZ is authorized to prepare and place talents in the Lower of Upper Supervisor positions.

5. Evaluating the Progress of Talent Management and Knowledge Management Programs

As the last step of talent management, PT. XYZ monitors the program's success by measuring the achievement of KPI (Key Performance Indicator). Key Performance Indicators (KPIs) level supervisor The calculation is the percentage of the total talent at the supervisor who has had a development program divided by the total number of talents determined the previous year. Key Performance Indicator (KPI) 2 is the percentage of fulfillment of structural positions in Strategic Jobs per Number of Structural Strategic Job at the level Basic of Upper Supervisor. In addition to measuring

KPIs, authorized Supervisors also make direct observations in monitoring the program's success even though they do not yet have standard rules. They assess meeting facilitation, coaching and counseling effectiveness, curriculum, leadership, and formal presentations. Based on the observations of researchers, PT. XYZ has evaluated the success of the talent management program well. Talent management has several obstacles in its implementation, namely related to management commitment, consistency of application, and employee development following the system implemented by the company.

CONCLUSION

1. The study results indicate that the model used in the study is valid, where employee performance is influenced by talent management and knowledge management simultaneously and significantly. Meanwhile, partially talent management and knowledge management have no significant effect.
2. The research results revealed that the company should continue to improve the effectiveness of the implementation of talent management and knowledge management by overcoming these obstacles, so that these two variables can partially have a significant effect on employee performance. In supporting employee performance, PT. XYZ implements talent management and knowledge management by creating accelerated talent and knowledge development programs, assigning key positions and evaluating the progress of the programs implemented.

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