

MAXIMIZING EMPLOYEE PERFORMANCE AT PT. OAJ CARTON BOX: EXPLORING THE INFLUENCE OF TALENT MANAGEMENT, KNOWLEDGE MANAGEMENT, AND EMPLOYEE ENGAGEMENT

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ABSTRAK

Penelitian ini bertujuan menganalisis dampak *talent management* dan *knowledge management* terhadap kinerja karyawan dengan *employee engagement* sebagai perantara di PT Oriental Asahi JP (OAJ) Carton Box. Teknik pengambilan sampel yang digunakan adalah sampling jenuh dan diperoleh sampel yang terdiri dari 84 karyawan yang mengisi kuesioner. Data dianalisis secara kuantitatif menggunakan perangkat lunak SmartPLS 3.0. Hasil analisis menunjukkan bahwa *talent management* tidak secara signifikan memengaruhi kinerja karyawan, sementara *knowledge management* memiliki dampak positif yang signifikan. Baik *talent management* maupun *knowledge management* berpengaruh positif terhadap *employee engagement*, yang selanjutnya memengaruhi kinerja karyawan secara positif. *Employee engagement* berperan sebagai mediator antara *talent management*, *knowledge management*, dan kinerja karyawan. Meskipun *talent management* tidak langsung berdampak pada kinerja karyawan, namun melalui *employee engagement*, pengaruhnya dapat terwujud. Oleh karena itu, perusahaan perlu fokus pada peningkatan *employee engagement* selain manajemen talenta dan pengetahuan untuk meningkatkan kinerja karyawan.

Kata Kunci: Manajemen talenta, Manajemen pengetahuan, Keterlibatan karyawan, Kinerja karyawan

ABSTRACT

This study aims to analyze the impact of talent management and knowledge management on employee performance, with employee engagement serving as a mediating variable, in the context of PT Oriental Asahi JP (OAJ) Carton Box. The sampling technique used was saturated sampling and obtained a sample consisting of 84 employees who filled out the questionnaire. The data was analyzed quantitatively using the SmartPLS 3.0 software. The results of the analysis reveal that talent management does not have a significant effect on employee performance, while knowledge management has a significant positive impact. Both talent management and knowledge management positively influence employee engagement, which in turn positively affects employee performance. Employee engagement acts as a mediator between talent management, knowledge management, and employee performance. Although talent management does not directly impact employee performance, its influence can be realized through employee engagement. Therefore, companies need to focus on improving employee engagement, in addition to effective talent and knowledge management, in order to enhance employee performance.

Keywords: Talent management, Knowledge management, Employee Engagement, Employee Performance

1. INTRODUCTION

In an era of increasingly fierce business competition, every company is required to have a competitive advantage in order to survive and continue to grow. One of the main keys to achieving this advantage lies in effective human resource management. Qualified and competent human resources have great potential to contribute optimally in realizing the company's vision and mission. Every employee also has the desire to be placed in a position that matches their talents and skills, which will increase their motivation to work optimally. According to Sitorus (2022) assessing employee performance serves as a critical metric for evaluating organizational success it is imperative for an organization to cultivate high levels of employee performance in order to ensure longevity and attain a sustainable competitive edge.

However, the challenge faced by companies is how to place each employee in a position that suits their talents and skills, so as to maximize their productivity and work motivation. Issues related to talent management are the main focus of this research, taking a case study at PT Oriental Asahi JP (OAJ) Carton Box, a Japanese PMA manufacturing company engaged in the corrugated carton box manufacturing industry.

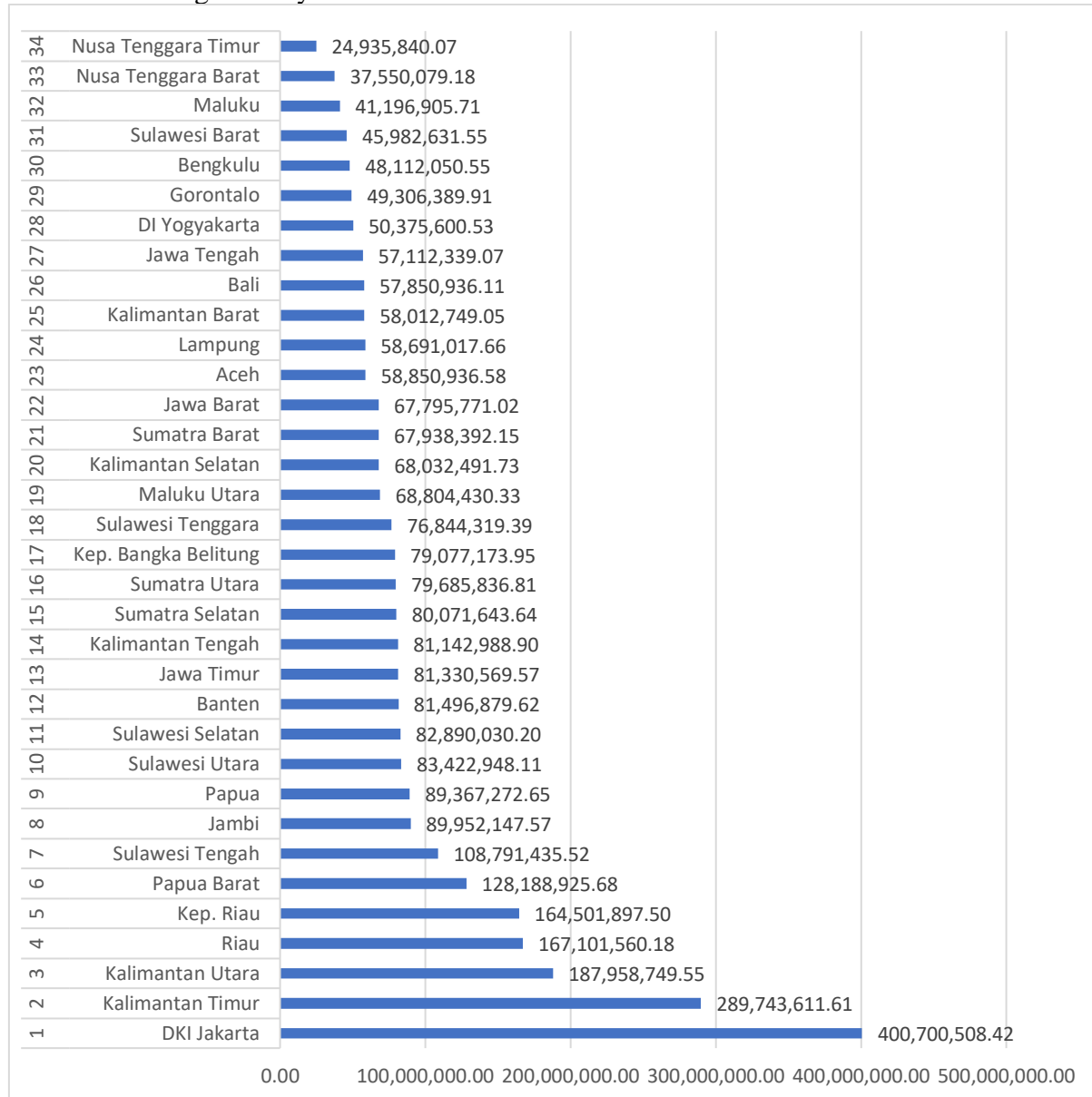


Figure 1: Indonesia's Labor Productivity Level (2018-2022)

Source: (katadata.co.id, 2018-2022)

Data from the Ministry of Manpower (MOM) shows that labor productivity in Indonesia has fluctuated from 2018 to 2022. In 2020, productivity figures experienced a significant decline along with the emergence of the COVID-19 pandemic. Although in 2021 and 2022 productivity began to recover, companies in Indonesia still face challenges in maintaining and improving the performance of their employees. The concept of talent management is a set of strategies and systems to increase productivity by developing enhanced processes to attract, develop, retain, and utilize people with the skills and proficiencies necessary to meet current and future business needs. (Kalista Sabbatho, Tetra Hidayati, 2020). Previous research has shown that effective talent

management implementation can contribute to employee performance. In his study, Novriyan et.al. (2023) found that talent management has a contribution to employee performance. Similar findings were also revealed by Karina (2020) which states that talent management has a positive and significant effect on employee performance.

According to Hariadi (2020) knowledge management involves the strategic process of arranging, gathering, organizing, overseeing, and directing data and information within a company this information is then augmented by diverse insights and analyses sourced from various proficient channels. According to Prasetyo (2023) employees possessing effective knowledge management capabilities can effortlessly exchange precise and lucid information with visitors as well as their colleagues within the company. Previous research was also conducted by Putri Pinasti (2022) in her research knowledge management has a contribution to employee performance. Likewise with Angelica's research (2022) knowledge management has a contribution to employee performance. According to Katili (2021) Employee engagement is the extent to which an employee is able to fully involve himself in his work and is committed to achieving organizational goals by giving his best performance, and expressing himself physically and emotionally towards his work. Employee engagement is considered to have a major influence on individual, team, and overall organizational performance. Therefore, research continues to be conducted to understand the impact of employee engagement on employee performance. This is supported by research from Nanuru (2021) that employee engagement has a contribution to employee performance.

This research is crucial as it seeks to gain deeper insights into how talent management influences employee performance, particularly in the setting of foreign investment manufacturing companies like PT OAJ Carton Box. By pinpointing the key factors and comprehending the intricate relationship between talent management and employee performance, organizations can formulate more effective strategies to enhance their productivity and competitive edge. The unique contribution of this study stems from the methodology employed, which involves investigating the role of employee engagement as an intervening variable in the relationship between talent management and employee performance. Employee engagement refers to the degree to which an individual is capable of fully immersing themselves in their work and is dedicated to accomplishing organizational objectives by delivering their utmost effort (Katili et al., 2021). Therefore, this research should provide new insights into how talent management can improve employee performance through increasing their level of engagement with work and the organization. This understanding is crucial for companies in designing effective talent management strategies, not only in terms of attracting and retaining top talent, but also in creating a work environment that supports employee engagement and commitment.

Moreover, this research will delve into the influence of knowledge management on employee performance and employee engagement. Knowledge management refers to the process of planning, gathering, and organizing data and information possessed by the company, which is subsequently integrated with diverse perspectives and analyses from various knowledgeable sources (Hariadi et al., 2020). By integrating talent management, knowledge management, employee engagement, and employee performance in one research model, this study is expected to provide a more holistic perspective on how these factors interact and influence each other in the context of a PMA manufacturing company such as PT OAJ Carton Box. The results of this study can serve as a foundation for companies in developing a comprehensive and integrated HR strategy, which not only focuses on certain aspects, but also considers the interactions between these aspects in an effort to improve overall employee performance.

Based on the background that has been discussed, the problem formulation in this study is as follows:

1. Does talent management and knowledge management contribute to employee performance?
2. Does talent management and knowledge management contribute to employee engagement?
3. Does employee engagement contribute to employee performance?
4. Is employee engagement able to mediate the effect of talent management on employee performance?
5. There is employee engagement able to mediate the effect of knowledge management on employee performance?

Literature Review

Talent management refers to a series of processes implemented by companies to identify and develop the knowledge, abilities, and skills of employees in order to cultivate high-quality human capital (Masduki & Sopiyan, 2021). Talent management signifies having an optimal number of individuals in suitable roles at the opportune moments, possessing the requisite skills and motivation levels - a fundamental imperative. Certain researchers posit that talent management encapsulates all organizational activities geared towards attracting, developing, selecting, and retaining the most accomplished workforce in the appropriate positions. (Mahan Poorhosseinzadeh, 2021). According to Shan Liu Zhaohua Deng (2015) knowledge serves as a crucial determinant of success, enabling organizations to secure a lasting competitive edge. Knowledge management is a management system that comes from the knowledge presented by the company and intelligence assets that function to improve the characteristics of company performance and can provide additional value if the company applies intelligently in the business process. (Putri Primawanti & Ali, 2022).

According to Schaufeli (2013) employee engagement, also termed commitment or motivation, alludes to a psychological state in which employees perceive a vested interest in the company's prosperity and strive to uphold elevated standards that may surpass the explicit job requirements. Employee engagement plays a vital role in achieving organizational goals, promoting efficient teamwork, nurturing positive interactions among coworkers and supervisors, and creating a conducive workplace atmosphere within the organization, thereby influencing employee performance (Ningrum et al., 2023). According to Tamunomiebi (2020) employee performance is key in determining the achievement of organizational goals, therefore organizations are looking for ways to motivate their employees to give their best at work. According to Diena Achmada (2022) states that performance is a record of the results produced or produced or certain job functions during a certain period displayed by an individual or a process related to the assigned job duties.

Link between Talent Management and Employee Performance

Andriani (2023) found that talent management has a positive and significant impact on employee performance. Likewise, research by Novriyan (2023) found that talent management has a contribution to employee performance.

H1: Talent management affects employee performance

Link of Knowledge Management to Employee Performance

Putri Pinasti (2022) found that knowledge management has a positive and significant impact on employee performance. Mantow (2022) also found that knowledge management has a contribution to employee performance.

H2: Knowledge management affects employee performance

Talent Management's Link to Employee Engagement

Sitorus (2022) found that talent management has a positive and significant impact on employee engagement. Likewise with the research of Sabbatho, et.al. (2020) found that talent management has a positive impact on employee engagement.

H3: Talent management affects employee engagement

Link of Knowledge Management to Employee Engagement

Junita Monica (2023) found that knowledge management has a positive and significant impact on employee engagement. Onyango (2022) also found that knowledge management is significant to employee engagement.

H4: Knowledge management affects employee engagement

Linkage of Employee Engagement to Employee Performance

Beautiful (2022) found that employee engagement has a contribution to employee performance. Sucahyowati (2020) also found that employee engagement has a contribution to employee performance.

H5: Employee engagement affects employee performance

Linkage of Talent Management to Employee Performance mediated by Employee Engagement

Wahyuni (2019) found that employee engagement is able to mediate talent management on employee performance. Ningrum (2023) also found the same thing, namely employee engagement is able to mediate talent management on employee performance.

H6: Employee engagement is able to mediate talent management on employee performance.

Linkage of Knowledge Management to Employee Performance mediated by Employee Engagement

Junita Monica (2023) found that employee engagement is able to mediate knowledge management on employee performance. Harahap (2018) also found that employee engagement is able to mediate knowledge management on employee performance.

H7: Employee engagement is able to mediate knowledge management on employee performance.

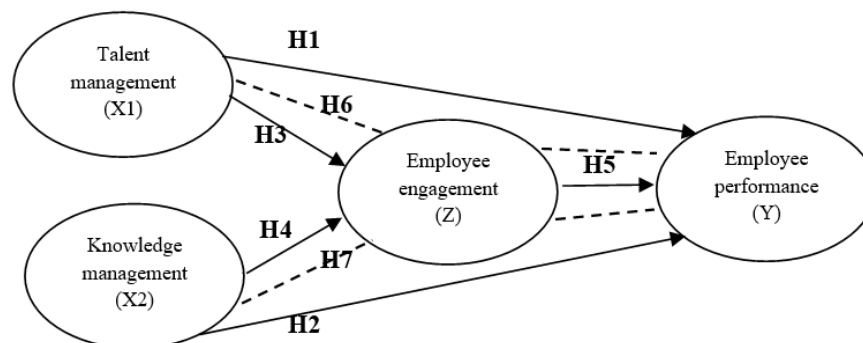


Figure 2. Research Model

The model suggests that talent management and knowledge management (the two independent variables) influence employee engagement, which in turn impacts employee performance.

2. RESEARCH METHOD

Research Approach This research used a quantitative approach. Sample The population in this study were all employees of PT OAJ Carton Box. The data collection method used is a

questionnaire. The questionnaire was prepared in accordance with the variables to be studied and measured using a Likert scale. The questionnaire was distributed online via the WhatsApp application. The questionnaire in the form of an online form was sent to all employees of PT OAJ Carton Box. Based on the data obtained, there were 84 respondents in this company. The sampling technique used is saturated sampling, where all members of the population are used as research samples. Thus, the sample in this study amounted to 84 people. SmartPLS 3.0 software is used to analyze survey data to assess the effect of variables X and Z on variable Y.

Table 1. Variable Operationalization
Source: Isfahani, (2014); Bhatt, (2009); Schaufeli, (2013); Koopmans, (2014)

Variable	Indicator	Statement
Talent management	Succession Planning	I contribute to the success of the company's targets.
		I was given the opportunity to develop my skills.
	Job Experience	I feel my work provides opportunities to learn and grow.
		I was given responsibilities that matched my level of experience.
	Training	Training improves my performance on the job.
		I participated in skills training at work.
	Coaching	My coach is very supportive in improving performance.
		I gained new insights after being coached.
	Mentoring	The mentoring program in this company is effective.
		Mentoring has provided valuable guidance for my career growth.
Knowledge management	Career Management	I have a clear career plan for my future in this company.
		The company provides sufficient support for my career development.
	People	I enjoy sharing my knowledge and experience with my coworkers.
		The company supports knowledge exchange between coworkers.
	Technology	I use all my knowledge and skills in my work.
		My job requires technology-related experience.
		Technology in the company supports efficiency in managing work.
		The technology system used in this company can be accessed easily.
	Process	I felt that there was good communication throughout the work process from start to finish.
		The work process in this company is well structured and easy to follow.
		I understand the steps to follow in completing my routine tasks.
Employee engagement	Vigor	I feel energized and energetic when I start my work.
		I always give my best in every task I do.
		I have enough physical and mental endurance to cope with challenging work.
	Dedication	I am willing to work hard to achieve the company's goals and vision.
		I have a high sense of responsibility for the tasks and projects I handle.
	Absorption	I tend to prioritize my work and make sure tasks are done well.
		I often feel very engaged and focused while performing my job duties.

Employee performance	Task performance	When I'm task-focused, I tend to be oblivious to time and my surroundings.
		I feel that I have a high level of attention to my work.
		I am able to work effectively both independently and in a team.
	Contextual performance	The quality of my work always meets the standards set by the company.
		I complete my tasks according to the set deadlines.
		I am active in providing support to my coworkers.
	Counterproductive work behavior	I have an involvement in building good relationships at work.
		I often provide assistance to coworkers without being asked if I see them having difficulties.
		I once deliberately slowed down my work to avoid additional responsibilities.
		I have neglected work responsibilities or avoided difficult tasks.
		I am often absent or late without a valid reason.

3. RESULT AND DISCUSSION

Respondent Profile

Table 2: Individual Characteristics of Respondents

Source: Google Form Questionnaire (2024)

Respondent Characteristics	People	Proportion
Male	39	46%
Female	45	54%
Total	84	100%
Aged		
18 - 25 Years	55	66%
26 - 33 Years	6	7%
34 - 41 Years	12	14%
> 41 years	11	13%
Total	84	100%
High school diploma / vocational high school / Equivalent	57	68%
D3 diploma	15	18%
Bachelor's degree	12	14%
Master's Degree	0	0%
Total	84	100%
Working period <1 year	34	40%
1 - 5 Years	25	30%
6 - 10 Years	5	6%
> 10 Years	20	24%
Total	84	100%

Validity Test

Table 3. Validity Analysis Results
Source: Data Processing Results

Variable	Average Variance Extracted (AVE)
Talent management (X1)	0.645
Knowledge management (X2)	0.610
Employee engagement (Z)	0.665
Employee performance (Y)	0.647

According to the Average Variance Extracted (AVE) values presented in the table, all variables exhibit satisfactory convergent validity, as the values surpass 0.5. A higher AVE value signifies that the variable possesses a greater level of validity.

Reliability Test

Table 4. Results of Reability Analysis
Source: Data Processing Results

Variable	Cronbach's Alpha	Composite Reliability
Talent management (X1)	0.949	0.645
Knowledge management (X2)	0.919	0.610
Employee engagement (Z)	0.928	0.665
Employee performance (Y)	0.891	0.647

From the results of table 4, Cronbach's Alpha and Composite Reliability values above 0.7 are considered satisfactory and indicate good reliability or internal consistency for a variable. Based on the results shown, all variables in this study have good to excellent reliability.

R-Square Test

Table 5. *R-Square* Test Results
Source: Data Processing Results

Variable	R Square	Adjusted R Square
Employee engagement (Z)	0.730	0.724
Employee performance (Y) 0	.757	0.748

The variable of employee engagement (Z) shows an R-square value of 0.730 and an Adjusted R-square of 0.724. This indicates that approximately 73% of the variation in employee engagement can be elucidated by the predictor variables within the model. The slightly reduced Adjusted R-square value of 0.724 suggests an adjustment for both the number of predictor variables and the sample size. Conversely, the employee performance (Y) variable displays an R-square value of 0.757 and an Adjusted R-square of 0.748, implying that approximately 75.7% of the variability in employee performance can be accounted for by the predictor variables in the model. The slightly lower Adjusted R-square value of 0.748 also reflects an adjustment for both the number of predictor variables and the sample size.

F-Square Test

Table 6. F-Square Test Results
Source: Data Processing Results

	EE	EP	KM	TM
Talent management (X1)	0.191	0.001		
Knowledge management (X2)	0.125	0.200		

Employee Engagement (Z)	0.150
Employee Performance (Y)	

The values presented in this table offer insights into the magnitude of influence or impact exerted by the predictor variables on the dependent variable within the model. The larger the value, the greater the effect. Generally, a value of 0.02 is considered to have a small effect, 0.15 a moderate effect, and 0.35 a substantial effect. With this understanding, talent management exerts a small influence on employee performance, while knowledge management has a medium impact on employee performance.

Hypothesis Test

Table 7. Hypothesis Test Results
Source: Data Processing Results

Values	T Statistics (O/STDEV)	P
Employee engagement -> Employee performance	3.594	0.000
Knowledge management -> Employee engagement	3.208	0.001
Knowledge management -> Employee performance	4.100	0.000
Talent management -> Employee engagement	4.226	0.000
Talent management -> Employee performance	0.368	0.713

Based on table 7, p-value less than 0.05 signifies a statistically significant relationship, with the exception of the last correlation between talent management and employee performance, which is not significant (p-value 0.713).

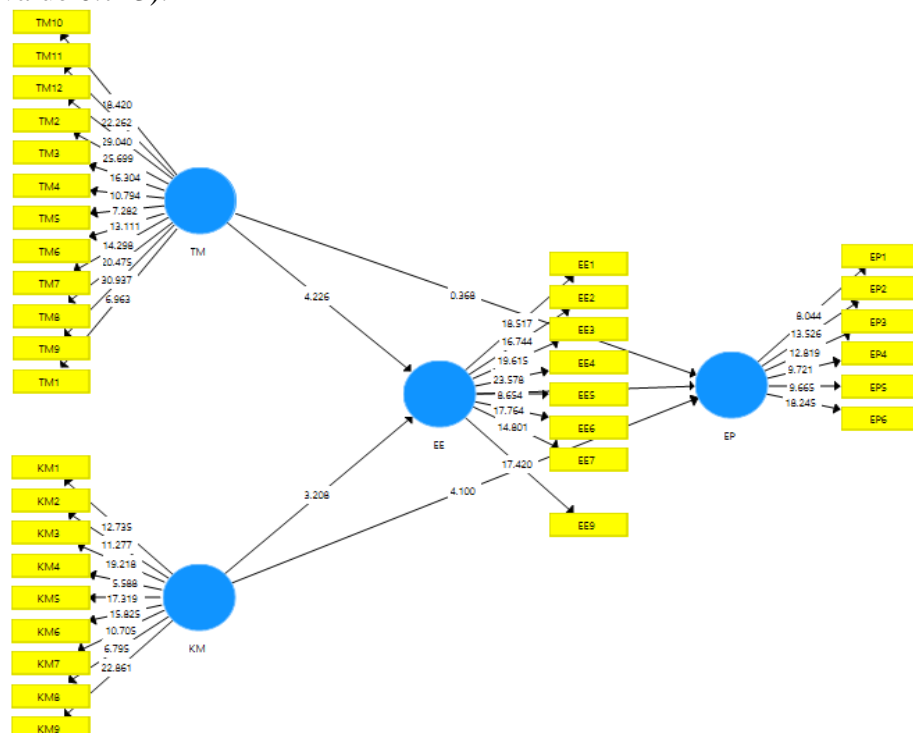


Figure 3. PLS Bootstrapping Results
Source: Data Processing Output (2024)

Figure 3 shows that the test of direct and indirect effects between variables was carried out using SmartPLS with the bootstrapping method. And the results obtained talent management has no contribution to employee performance while for other variables have a mutual contribution.

DISCUSSION

The effect of talent management on employee performance

Talent management variable has no contribution to the employee performance variable. This research is in line with Dermawan's research (2022) which shows that talent management has no contribution to employee performance. This means that the implementation of talent management at PT OAJ Carton Box does not contribute to the level of individual employee performance. But based on research from Karina (2020) shows that talent management has a contribution to employee performance. This means that this research is not in line. Likewise with research from Novriyan (2023) which shows the contribution of talent management to employee performance. The effect of talent management on employee performance can be different in different organizations and different work environments. And there are other variables that can affect the relationship between talent management and employee performance which makes this research different.

The effect of knowledge management on employee performance

Knowledge management has a contribution to employee performance. This means that effective knowledge management can improve employee performance by providing access to the information and tools needed to do a good job and this helps employees to be more productive and effective. This research is in line with Ary Ferdian (2020) every time there is an increase in knowledge management, employee performance will also increase. The same thing is also stated in Angelica's research (2022) that knowledge management has a contribution to employee performance. In the research of Meita Pragiwani & Mohammad Benny Alexandri (2018) stated that knowledge management has no contribution to employee performance. This means that this research is not in line.

The effect of talent management on employee engagement

Talent management has a contribution to employee engagement. The better the talent management program implemented by the company, the higher the level of employee engagement and enthusiasm in their work. This research is in line with research (Sitorus et al., 2022b). Likewise with research from (Kalista Sabbatho, Tetra Hidayati, 2020). However, according to Zahari's research (2024) talent management has no contribution to employee engagement.

The effect of knowledge management on employee engagement

Knowledge management has a contribution to employee engagement. Successful knowledge management helps increase employee engagement by involving and empowering employees and creating a supportive work environment. This research is in line with research from (Onyango et al., 2022). Likewise with Juan's research (2018) which states the contribution of knowledge management to employee engagement. However, according to Chike Aghadiuno's research (2017) knowledge management has no contribution to employee engagement.

The effect of employee engagement on employee performance

Employee engagement is known to have a contribution to employee performance. This means that high employee engagement is proven to be able to improve employee performance. This research is in line with research from (Nanuru et al., 2021). Likewise with research from Sucahyowati (2020) which states that employee engagement contributes to employee performance. Not the same as research from Kapero (2024) which states that employee engagement has no contribution to employee performance.

The effect of talent management on employee performance mediated by employee engagement

Employee engagement is able to mediate talent management through employee performance. Thus, although talent management does not have a direct effect, talent management can improve employee performance through employee engagement that bridges between these variables. This research is in line with research from Wahyuni (2019) which states that employee engagement is able to channel the effects of talent management variables on employee performance variables. Likewise with research from Ningrum (2024) who said the same thing. However, according to research from Fahma Diena Achmada (2022) shows that employee engagement cannot mediate talent management through employee performance. Differences in organizational context and work culture. The mediating role of employee engagement may differ depending on the characteristics of the organization and work environment.

The effect of knowledge management on employee performance mediated by employee engagement

Employee engagement can mediate knowledge management through employee performance. This means that employee engagement channels the contribution of knowledge management towards achieving higher employee performance. This research is in line with research (Junita Monica et al., 2024). According to Harahap's research (2018) also states the same thing that employee engagement mediates knowledge management through employee performance. However, in Andreeva's research (2012) states that employee engagement cannot mediate the relationship between knowledge management through employee performance.

4. CONCLUSION AND SUGGESTION

Conclusion

This research tries to examine the impact of talent management and knowledge management on employee performance, with employee engagement as a mediator. The results of data analysis show several important findings. First, talent management has no contribution to employee performance, indicating a weakness in the implementation of talent management in the company. In contrast, knowledge management is proven to have a positive impact on employee performance, indicating that the implementation of knowledge management contributes to improving employee performance. Likewise, employee engagement is able to contribute to mediating talent and knowledge management on employee performance. These findings emphasize the importance of improving the implementation of talent and knowledge management to indirectly improve employee performance through increased employee engagement.

Implications

In order for talent management to have an impact on improving employee performance, companies need to conduct a thorough evaluation of existing talent management programs, such as recruitment, performance appraisal, career and succession planning. Improved methods and implementation are needed so that talent management can increase employee potential and productivity. Meanwhile, knowledge management and efforts to increase employee engagement need to be improved in the company. Suggested interventions include holding regular sharing sessions between teams and departments, and involving employees in decision-making so that employees feel valued and attached to the company.

Advice

Based on the results of this study, several suggestions can be made. The first thing that needs to be done is evaluation and improvement in the implementation of talent management so that this

practice can have a positive influence on employee performance. Then it is necessary to improve the quality of knowledge management to support the improvement of employee performance. In addition, the development of employee engagement needs to be strengthened through improving the implementation of talent and knowledge management, which in turn will have a positive impact on employee performance. For future research, it is recommended to explore additional variables or test a more detailed model to better understand the dynamics underlying the relationship between talent management, knowledge management, employee engagement, and employee performance. In addition, research can be focused on specific industry sectors or organizational contexts to gain more contextual and relevant insights.

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