
The Effect of Talent Management and Knowledge Management on Employee Performance with Job Satisfaction as Mediation in the Yogyakarta Special Region Government

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Abstract

This study aims to analyze the effect of talent management and knowledge management on employee performance mediated by job satisfaction for Civil Servants in the Yogyakarta Special Region Government. Employee performance is thought to be influenced by the management of human resources, namely talent management and knowledge management with job satisfaction. This study uses a quantitative approach with data collection through questionnaires. The population of this research is the Civil Servants of the Yogyakarta Special Region Government who have received Education and Cadre Training of 60 employees with the sunsus technique in sampling. The analytical method used in this research is Path Analysis. The results of the study indicate that talent management and knowledge management have a direct and significant effect on employee performance. Talent management has an indirect effect on employee performance mediated by job satisfaction. Knowledge management has an indirect effect on employee performance mediated by job satisfaction.

Keywords: Employee Performance, Job Satisfaction, Knowledge Management, Talent Management

1. Introduction

The demands of civil servant in the *civil society* era are a challenge for civil servant to be able to transform on increasingly complex world changes based on an article from the Planner Node, Bima Haria Wibisana (2020) stated that the sophistication of technology began to erode workers based on man to workers based on technology. This requires civil servant to be able to collaborate with technology in order to serve the demands of the community precisely, quickly and responsively. Civil servant performance is the result of work achieved by each civil servant in the organization / unit in accordance with the SKP and Work Behavior (Government Regulation Number 30 of 2019). The performance assessment of civil servants aims to ensure the objectivity of civil servant coaching which is based on the merit system and career system.

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One of the driving factors for the formation of good employee performance is Talent Management. Talent management is carried out in an effort to respond to quality civil servant policies in the future, with the existence of talent management, it is hoped that the performance of civil servants will be better. The concept of Talent Management is specifically regulated in Government Regulation Number 11 of 2017 concerning Civil Service Management. Civil servant management based on talent management will classify each employee which is outstanding, ordinary, and not outstanding. The existence of classification will make it easier for government personnel *stakeholders*, in this case it is the responsibility of the Regional Personnel Agency to find superior talents who will later be placed in strategic positions.

Tansley, et al (2007), in Angkawijaya (2021) talents as a group of employees who are able to make a difference in organizational performance through direct contributions and potential that are initiated in the long term. This definition explains that the performance of an agency is an aggregate of the performance of the individuals in it. Talent management is defined in the broadest possible understanding, namely strategic management to manage talent flow in an organization with the aim of ensuring the availability of talent supply to align the right people with the right job at the right time (Darmin and Afifah, 2011). Talent Management is a forum for civil servant to be able to actualize their abilities in accordance with the needs expected by the public.

The Special Region of Yogyakarta Government has carried out a policy to find talents to become a cadre of leaders in the future by conducting education and training of cadres of 60 civil servants from various work units in Special Region of Yogyakarta Government. Based on Special Region of Yogyakarta Governor Regulation Number 88 of 2020, Cadre Training or Government Training or the like is a Competency Development that aims to prepare employees to become administrators and supervisory officials through the path of accelerating position improvement. Civil servants who take part in the Cadre Training are obtained through a series of stages, such as identification of target positions, employee screening, and talent selection.

Organizations in creating good performance are also influenced by job satisfaction from employees (Astutiningtyas et al., 2022). Mundakir & Zainuri (2018) found that job satisfaction has a positive effect on employee performance. Job satisfaction occurs when employees express a positive feeling about the work resulting from an evaluation of its characteristics (Robbins & Judge, 2017).

The results of preliminary observations found that in placing employees who were appointed as officials, they still prioritize seniority regardless of the competence they have and there are unprofessional factors such as proximity to the leadership, subjective assessment of the leadership in the form of likes and dislikes to the employee. In addition, some employees are not *responsive* when there are complaints from the community, there are employees who do not want to learn and develop, they only rely on the habits they do. There are employees whose education level is low, it is difficult to adapt to technological developments.

The next driving factor in employee performance is knowledge management. The ability of employees to adjust to the demands of society needs to develop various abilities they have by increasing knowledge. Knowledge management is the human feeling to carry out the process of various knowledge, as well as learn and work

together effectively (Gurteen, 2012). Employee performance will achieve maximum results if supported by *their knowledge* (Kosasih, 2007).

Kustiadi & Marliyana (2021) found that *Talent Management* has no effect on the performance of civil servants, so civil servants must have talents with knowledge in order to continue to develop and can be managed by the company. Wickramaratchi & Perera (2020) proves that better performance will be achieved if the organization invests in *talent management* practices, work satisfaction positively *affects talent management* on employee performance. Kardo et al. (2020) also show that talent management has a positive and significant effect on employee performance, as well as knowledge management factors. Based on previous research, the novelty of this study lies in the use of job satisfaction variables as variables that mediate knowledge management and talent management on employee performance.

The purpose of this study is to see the influence of talent management and knowledge management partially, as well as the influence of job satisfaction that mediates talent management and knowledge management on the performance of civil servants in Special Region of Yogyakarta Government sufficient references to journal articles and derived from recent journal articles to reinforce the justification for the originality of the study. Use reference management software such as Mendeley, Endnote or others (Bonface, Malenya, & Musiega, 2015).

The state of gaps or statements of gaps (originality) or novelty statements (novelty statements) clearly and explicitly. Show the difference or uniqueness of this study compared to existing research. Put forward the important side of whether or not the research is carried out. Write down the research objectives explicitly, straightforwardly and clearly.

In summary the introduction contains a paragraph about the background (as a prologue or opening). Furthermore, revealing the importance of the research carried out, the gaps or limitations of the studies that have existed, the differences and or novelties (which are carried out to fill these gaps or limitations), the argument for the importance of this is carried out ending with the objectives of the study. All things in the introduction are done on the basis of logical reasoning supported by theoretical thinking.

The content of the article is written in the form of paragraphs, not in the form of list / numbering items. If you are forced to have a list/numbering item, write it in paragraph form.

2. Methodology

2.1. Model Development

2.1.1. Subject Matter

This study aims to analyze the effect of talent management and knowledge management on employee performance mediated by job satisfaction for Civil Servants in the Yogyakarta Special Region Government. Employee performance is thought to be influenced by the management of human resources, namely talent management and knowledge management with job satisfaction.

2.1.2. *The Effect of Talent Management on Employee Performance*

The effect of talent management on employee performance refers to a study conducted by Kardo et al. (2020) entitled "Pengaruh Penerapan Manajemen Talenta dan Manajemen Pengetahuan Terhadap Kinerja Karyawan di Transfomer Center Kabupaten Batu ", research conducted by Sari & Ayuningtyas (2020) entitled " Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan Lintas arta Kota Jakarta ", the research showed that in part the Talent Management affects Employee Performance. Where his research revealed that building quality and high-quality Employee Talent Management is carried out to achieve superior employee performance in the organization. Talent management is needed for further organizational goals, as well as to maintain efficiency by preventing and correcting individual actions in bad faith towards groups, a comprehensive and dynamic process of developing potential human beings with integrity, ensuring the alignment of supplies and the right people with the right work, at the right time based on the strategic objectives of the organization (Pella et al., 2010). The term *the right man on the right place* emerged as the foundation for the development of civil servant talent management.

H₁: There is a Positive and Significant Influence of Talent Management on Employee Performance

2.1.3. *The Effect of Knowledge Management on Employee Performance*

The effect of Knowledge Management on performance refers to Harmen & Darma (2018) regarding the Influence of *Talent Management* and *Knowledge Management* on the Performance of PT. Perkebunan Nusantara II (Survey at the Tanjung Morawa Board of Directors' Office) shows that *Knowledge Management* has a positive and significant effect on employee performance, and research conducted by Adzima & Sjahrudin (2018) which shows the simultaneous influence of performance management on performance. The combination of various existing resources including human resources, individual and group knowledge as well as good work procedures and the efficiency of technology utilization if combined well, is able to provide better added value for the organization (Tanriverdi & Venkatraman, 2005). Employee performance will achieve maximum results if supported by *their knowledge* (Kosasih, 2007).

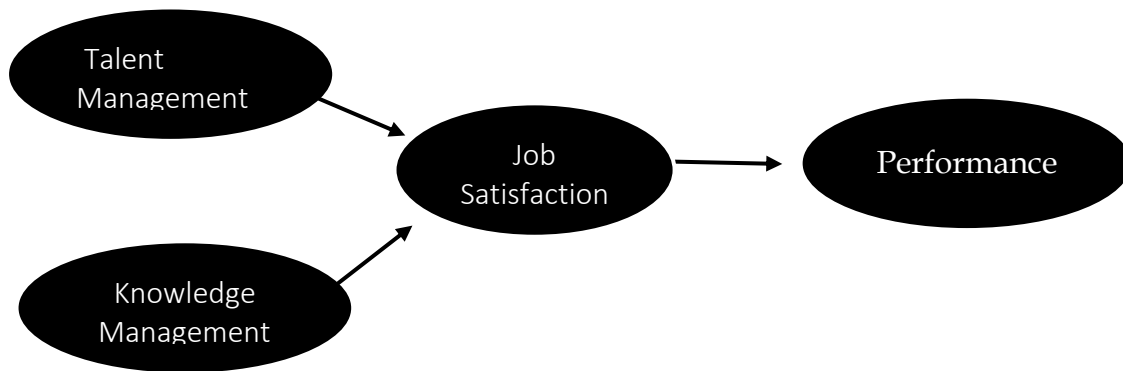
H₂: There is a Positive and Significant Influence of Knowledge Management on Employee Performance

2.1.4. *The Effect of Talent Management on Employee Performance Mediated by Job Satisfaction*

The influence of Talent Management on Performance mediated by Job Satisfaction refers to the research of Wickramaaratchi & Perera (2020), this study reinforces the view on investing human capital that will result in better performance if organizations invest in Talent Management practices. Due to the service nature of the banking sector, customers are highly connected with employees at the bank in meeting their financial needs, so attention to skilled staff is a must to acquire or secure competitive progress that or is gained from the strength of employees.

The results showed that the strong relationship between Talent Management and Employee Performance justifies the belief in investing in talent and as an incentive for those who want to invest in better performance. Furthermore, the indication of Talent Management is positively related to Job Satisfaction, which can be encouraged in such a way as to invest in the initiative. Therefore satisfied employees will generate more output for the organization.

H₃: Work satisfaction positively affects Talent Management on Employee Performance



Source: Primary Data Processed

Figure 1. Research Design

Table 1. Operationalization of Variables

Variable	Indicators	Source
Talent Management (X1)	a. Attracting Talent b. Developing Talent c. Retaining Talent	Wahyuningtyas (2016)
Knowledge Management (X2)	a. Knowledge acquisition. b. Knowledge conversion. c. Knowledge application. d. Knowledge protection.	Armstrong (2014)
Job Satisfaction Variable (Z)	a. Satisfaction with the payment of salaries or wages b. Satisfaction with the work itself c. Satisfaction with colleagues d. Satisfaction with promotional opportunities e. Satisfaction with supervision (supervision)	Robbins and Judge (2013)
Employee Performance (Y)	Employee Performance Goals : a. Quantity b. Quality c. Time Employee work behavior : a. Service orientation b. Commitment c. Work initiatives d. Cooperation e. Leadership.	Government Regulation Number 30 of 2019

Source: Primary Data Processed

2.2. Data Collection

The data collection technique used is to distribute questionnaires to research samples. The data sources collected are divided into two types, namely primary data sources which are directly obtained from the results of respondent questionnaire answers, and secondary data sources, namely in the form of data on the number of civil servants in the Yogyakarta Special Region Government who have attended cadre education and training.

2.3. Analysis Methods

The data analysis techniques used in this study are data processing techniques using descriptive analysis to describe the demographic data of respondents obtained, as well as quantitative analysis using simple linear regression to see the direct influence of variable X on variable Y, and *path analysis* to see the influence mediated by variable Z.

3. Result

3.1. Respondents

Table 4 shows the characteristics of respondents who responded to the questionnaire in this survey.

Table 2. Characteristics of Respondents

No.	Characteristic	Frequency	Percentage	
1	Gender	Man	32	53%
		Woman	28	47%
	Total	60	100%	
2	Age	26-35 years	16	27%
		36-45 years old	33	55%
		46-56 years old	11	18%
	Total	60	100%	
3	Education Level	D-4	3	5%
		S-1	25	42%
		S-2	32	53%
	Total	60	100%	
4	Length of Work	1-10 Years	15	25%
		11-20 Years	34	57%
		21-30 Years	11	18%
	Total	60	100%	

Source: Primary Data Processed

3.2. Analysis

We test validity, reliability and descriptive analysis to ensure that the data we use are suitable for testing hypotheses

3.2.1 Validity Test

The validity test is used to determine whether a question is valid in a research questionnaire. The results of the recapitulation of validity tests for all variables can be

seen in Table 2. Table 2 explains that the validation test of all items of the questionnaire statement on all variables used in the study is valid.

Table 3. Recapitulation of Validity Test Results

No.	Variable	Number of Statements	Information
1	Talent Management (X1)	14 items	Valid
2	Knowledge Management (X2)	8 items	Valid
3	Job Satisfaction (Z)	10 items	Valid
4	Employee Performance (Y)	34 items	Valid

Source: Processing Results

3.3.2 Reliability Test

The questionnaire is said to be reliable if the respondent's answer to his statement is fixed and consistent at all times. The results of the recapitulation of validity tests for all variable can be seen in Table 4.

Table 4. Recapitulation of Reliability Test Results

Variable Name	Cronbach's Alpha	Information
Talent Management (X ₁)	0,831	Reliable
Knowledge Management (X ₂)	0,855	Reliable
Job Satisfaction (Z)	0,886	Reliable
Performance (Y)	0,958	Reliable

Source: Primary Data Processed

Table 4 explained that the reliability test results on all research variables stated that the variables used were reliable.

3.2.3 Descriptive Analysis

1. Talent Management

The highest assessment is in the item statement "Talented employees will be retained for a long time in the agency", with an average of 3,900 (high). The lowest assessment is in the statement items "At least being an S-1 educated talent, it is necessary to establish a good relationship between the leadership and employee or between employees" and "A good relationship ", with an average score of 3,267 (enough).

2. Knowledge Management

The highest assessment was in the statement item "My agency works always to update the policy according to the needs of the times", with an average of 3,933 (high). The lowest rating was in the statement item "There is an information system that employees cannot access because it is confidential", with an average score of 3,567 (high).

3. Job Satisfaction

The highest rating was in the statement item "I am satisfied with the results of the work I did", with an average of 3,783 (high). The lowest rating was in the statement item "I like the attention that the boss gives me", with average score of 3,267 (high).

4. Employee Performance

The highest assessment on the aspect of Employee performance targets (SKP) is in the statement item "I have understood the duties of the job function", with an average of 3,933 (high) while in the aspect of behavioral assessment it is in the statement item "I give a quick response", with an average of 3,900 (high). The lowest assessment on the aspect of Employee performance targets (SKP) is in the statement item "Employee attendance affects the performance of the agency", with an average score of 3,267 (high) while in the aspect of behavior assessment it is in the statement item "I have always done my job without being ruled", with an average of 3,317 (high).

3.2.4 Quantitative Analysis

1. Simple Linear Regression Analysis

Data processing in simple regression analysis is divided into two types, namely the significance test (t) to see how far the influence of the independent variable (X) is on the dependent variable (Y), and the coefficient of determination test R^2 to see the magnitude of the contribution of the influence of the independent variable. The results of the recapitulation of a simple linear regression test conducted on this researcher can be seen in Table 5.

Table 5. Simple Regression Test Result Recapitulation

Relationship	t	B	Std.error	Sig.	Adjusted R-Square	Conclusion
The Effect of Talent Management on Employee Performance	21,733	2,778	0,128	0,000	0,889	The first hypothesis (H ₁) is accepted, meaning that talent management has a positive and significant effect on employee performance.
The Effect of Talent Management on Employee Performance	16,044	3,595	0,224	0,000	0,813	The second hypothesis (H ₂) is accepted, meaning that knowledge management has a positive and significant effect on employee performance.

Source: Primary Data Processed

Tabel 5. shows that the value of The significance of the count on H₁ for the Talent Management variable is smaller than the value of Sig α i.e. (0.000 < 0.05), so the **second Hypothesis (H1) is accepted**, meaning that **talent management has a**

positive and significant effect on employee performance by the *Adjusted R-Square* value of 81.3 %.

Table 5. shows that the value of the Calculated significance on H₂ for the Knowledge Management variable is smaller than the value of Sig α i.e. (0.000 < 0.05), so the **second Hypothesis (H2) is accepted**, meaning that **knowledge management has a positive and significant effect on employee performance** by the *Adjusted R-Square* value of 88.9 %.

2. Path Analysis

Path Analysis was chosen because the test to be carried out is to see the indirect effect of Talent Management on Employee Performance through Job Satisfaction (Line 1), and Knowledge Management on Employee Performance through Job Satisfaction (Track 2). The conceptual model of line 1 can be seen in Figure 1, and the conceptual model of line 2 can be seen in Figure 2.



Source: Primary Data Processed

Figure 1. Conceptual Model Line 1



Source: Primary Data Processed

Figure 2. Conceptual Model Line 2

The results of the recapitulation of the *path analysis* test conducted in this study can be seen in Table 6.

Table 6 indicates that the value of t count H₃ is 15.84581533 which is greater than the table t value with a significance of 0.05, which is 1.671093. Thus, it can be concluded that with a mediation coefficient or total influence of 2.645672, **the third hypothesis (H3) is accepted that the Talent Management variable (X1) has a positive and significant effect on the Employee Performance variable (Y) through Job Satisfaction (Z).**

T6 also shows that the value of t count H₄ is 10.22589966 which is greater than the table t value with a significance of 0.05, which is 1.671093. Thus, it can be concluded that with a mediation coefficient or total influence of 3.167688, **the fourth hypothesis (H4) is accepted that the Knowledge Management variable (X₂) has a positive and significant effect on the Employee Performance variable (Y) through Job Satisfaction (Z).**

Table 6. Recapitulation of *Path Analysis* Test Results

Relationship	P	Sp	Indirect Effect	Sobel test (t)	t-table	Conclusion
The Effect of Talent Management on Employee Performance Through Job Satisfaction	P2 = 0.892 P3 = 2.966	Sp2 = 0.049 Sp3 = 0.092	0,16696	15,845	2,64567	The third hypothesis (H ₃) is accepted, the Talent Management variable (X ₁) has a positive and significant effect on the Employee Performance variable (Y) through Job Satisfaction (Z).
The Effect of Talent Management on Employee Performance Through Job Satisfaction	P5 = 1.068 P3 = 2.966	Sp5 = 0.099 Sp3 = 0.092	0,30977	10,22589	2,64567	The second hypothesis (H ₂) is accepted, meaning that knowledge management has a positive and significant effect on employee performance variables (Y) through Job Satisfaction (Z).

Source: Primary Data Processed

4. Discussion

4.1. The Direct Effect of Talent Management on Employee Performance

The calculation results show that there is a positive and significant influence of talent management on the performance of Civil Servants in Special Region of Yogyakarta local Government. This shows that the relationship of talent management is directly proportional to employee performance. In other words, the better and more qualified the implementation of the talent management program by the Special Region of Yogyakarta Government, the better the performance of civil servants. This is in line with the opinion of Harmen & Darma (2018) which revealed that one of the benefits of implementing a *talent management* program is the continuous availability of employees who reach the best potential with their respective versions of employees, and then have an impact on increasing employee performance given to organizations / companies.

This result is in line with research conducted by several previous researchers such as, Rachmadinata & Ayuningtias (2017), Rahmawati (2018), Harmen & Darma (2018), Sari & Ayuningtyas (2020), Kardo et al. (2020), Anisah & AS (2020), and Panjaitan (2021) which shows that talent management has a significant and positive influence on employee performance.

Talent management is a series of processes that companies carry out to identify, develop, retain, and place the right people in the right place (Harmen & Darma, 2018). Talent management is born from the belief that it is talent that distinguishes the organizational culture that excels and those that do not, and that which distinguishes the company or organization has a competitive advantage and those that do not. According to Rachmadinata & Ayuningtias (2017), talent management is implemented

and implemented well across the levels of positions and functions, so that with talent management, the company can ensure that key positions in the company can be filled internally first by strengthening talent development in highly skilled and qualified human resources.

Based on the results of a descriptive analysis on talent management variables, it is known that there is still subjectivity in filling positions or positions in the organization. This shows that in placing employees who are appointed as officials, they still prioritize seniority regardless of the competence they have and there are unprofessional factors such as closeness to the leadership, subjective assessment of the leadership in the form of likes and dislikes to the employee. This shows that the quality of the application of talent management is still very poor and unfair, even though Local Government Special Region of Yogyakarta already has its talent management program, namely through Cadre Training or Government Training. Thus, to be able to occupy or serve in a certain position, employees must follow the existing stages or procedures.

Furthermore, the results of the descriptive analysis also show that the relationship between the leader and employees and the relationship between employees and other employees are in the sufficient category. This means that there are still many employees who feel that the relationships or communication formed in the work environment are not good enough. Relationships or interactions in the work environment must be maintained harmoniously, and respect each other, so as to create a comfortable work environment. According to Rahmawanti et al. (2014) a comfortable and harmonious work environment will make employees more enthusiastic in improving their performance. Thus, the work environment in the Special Region of Yogyakarta Government needs to be improved again so that it has an impact on increasing employee performance.

The results of the descriptive analysis show that the minimum statement item of being an S-1 educated talent is in the sufficient category. This means that there are still many employees who feel that with this requirement, the self-development of employees with education levels below S-1 is limited, and cannot become talents. Thus, the Special Region of Yogyakarta Government needs to provide opportunities for all employees to develop their abilities, as well as careers which will have an impact on increasing employee performance.

The existence of a positive and significant influence of talent management on the performance of civil servants in Special Region of Yogyakarta local governments indicates that when Local Government wants to get an improvement from the performance of its employees, what needs to be done is to add value to its employees through improving the quality of the talent management program of Cadre Training or Government Training. This is because talent management is a forum for civil servants to be able to actualize their abilities in accordance with the needs expected by the public

4.2. The Effect of Knowledge Management on Employee Performance

The calculation results show that there is a positive and significant influence of knowledge management on the performance of civil servants in Special Region of Yogyakarta local governments. This shows that the relationship of knowledge management is directly proportional to employee performance. In other words, the better and higher the implementation of knowledge management programs by the

Special Region of Yogyakarta Government, the better the performance of civil servants. This is because employees will find it easier to carry out activities in completing their work if the knowledge they have is in accordance with the field of work they occupy, and employees will find it easier to apply their knowledge in order to complete work in a better way. This is in line with the opinion of Panjaitan (2021) who revealed that the use of knowledge management is an integral component of the organization that has the use to increase employee knowledge and information so that it will increase employee productivity and performance.

This result is in line with research conducted by several previous researchers such as, Harmen & Darma (2018), Adzima & Sjahruddin (2018), Latief et al. (2019), Kardo et al. (2020), Diah & Nugraheni (2021), and Panjaitan (2021) which shows that knowledge management has a positive and positive influence on employee performance.

Knowledge management is a series of processes of creating, communicating and applying company *knowledge* as learning to improve employee and organizational performance (Harmen & Darma, 2018). *Knowledge management* is an important field in the learning process of an organization. The knowledge possessed by the organization must be able to provide progress for the organization itself. Therefore, strong management is needed so that such knowledge takes root in every individual in the organization, and does not simply disappear by being supported by the infrastructure for the dissemination of information in the organizational environment.

Knowledge management is one of the important factors in order to achieve the effectiveness of career management in identifying it and transferring it to the form of knowledge about human resource management. Work will not run smoothly if employees who occupy certain positions do not have knowledge of the work that is their duties and responsibilities. The *talent management* process is closely related to proper knowledge management. The knowledge management program provided by Local Government Special Region of Yogyakarta is Cadre Training or Government Training.

The existence of a positive and significant influence of knowledge management on the performance of civil servants in Special Region of Yogyakarta local governments, indicates that when Local Government wants to obtain an improvement from the performance of its employees, the thing that needs to be done is to develop a Cadre Training program or Government Training through information technology that is associated with *the ambidexterity of innovation*. This is done because it can be a stimulus for employees in knowledge management, and can affect the beliefs and values adopted by employees. Thus, this will have an impact on the application of knowledge which can affect the overall performance of the organization.

4.3. Indirect Effect of Talent Management on Employee Performance Through Job Satisfaction

The results of calculating the indirect influence of talent management on employee performance through job satisfaction show that there is a positive and significant influence. This shows a stronger role of the three variables if these variables can meet employee job satisfaction, then employee performance will increase.

The results of *the path analysis* study path 1 are consistent with the results of research conducted by Wickramaaratchi & Perera, (2020) which found that job satisfaction has

bridged the gap between the relationship between talent management and employee performance through mediation. The results of this study are inconsistent with research conducted by Kustiadi & Marliyana (2021) which found that moderation of work satisfaction weakens the influence of *Talent management* on Employee Performance.

The existence of a positive and significant influence by talent management on the performance of civil servants in Special Region of Yogyakarta Local Government through job satisfaction indicates that *talent management* will not be successful if there is no selection system, one of which is a system for identifying performance results. If the quality of talent management implementation is still very poor and unfair, then this will have an impact on decreasing the level of employee performance. Carpenter (2017) posits that if an employee has a performance that is considered average, then they should be rewarded for their performance, while those who excel in the company should receive higher rewards to maintain their motivation.

The application of Talent Management to large companies in the world has provided many advantages, and better value with the sustainability of the company, especially in the field of employee management (Rachmadinata & Ayuningtias, 2017). This shows that if employees have the opportunity to develop themselves through a talent management program provided by the organization in a fair manner, then employees will feel satisfied with their place of work. So, employees will automatically be more focused on improving their work performance. Therefore, in order for this target to be achieved, the diy government must have employees with talents that are in accordance with their needs or the position of the necessary position, so that the organization will be more competitive in the future. This is because the success of the organization depends on the talents of its employees in self-development in the organization.

4.4. Indirect Effect of Knowledge Management on Employee Performance Through Job Satisfaction

The results of the calculation of the indirect influence of knowledge management on employee performance through job satisfaction show that there is a positive and significant influence. This shows a stronger role than these three variables if these variables can meet employee job satisfaction, so that employee performance will increase.

The results of *path analysis* path 2 research are consistent with the results of research conducted by Wickramaaratchi & Perera, (2020) which found that job satisfaction has bridged the gap between the relationship between talent management and employee performance through mediation. The results of this study are inconsistent with research conducted by Kustiadi & Marliyana (2021) which found that moderation of work satisfaction weakens the influence of *Talent management* on employee performance.

According to Robbins & Judge (2017), if employees have a high morale and enjoy their work because they are satisfied, then employees will generate a great commitment to work and work harder by improving their performance. This finding is in accordance with research conducted by Kurniawan (2018), Wickramaaratchi & Perera (2020), and Kustiadi & Marliyana (2021) which found that there was a significant positive between job satisfaction with employee performance. This means that employees who

are satisfied with their work will have an impact on increasing the level of performance provided.

The existence of a positive and significant influence by knowledge management on the performance of Civil Servants in Special Region of Yogyakarta Local Government through job satisfaction indicates that *knowledge management* will not be successful if Local Government does not develop a Cadre Training or Government Training program through information technology related to *ambidexterity* innovation, then this will have an impact on reducing the level of performance of civil servants. Therefore, it is necessary to have organizational awareness in placing knowledge as the main driving force of the organization, so that it can grow and develop

5. Conclusion

Based on the results of the data analysis that has been carried out, the following results are obtained:

1. Management talent has a positive and significant effect directly on the performance of civil servants in Special Region of Yogyakarta Local Government.
2. Knowledge Management has a positive and significant effect directly on the performance of civil servants in Special Region of Yogyakarta Local Government.
3. Talent Management has a positive and significant effect on performance mediated by civil servant job satisfaction in Special Region of Yogyakarta Local Government.
4. Knowledge Management has a positive and significant effect on performance mediated by civil servant job satisfaction in Special Region of Yogyakarta Local Government.

Based on the results of the research conducted, the research results can contribute to practical implications and theoretical implications.

1. Practical Implications
 - a. Talent management has a significant impact on the performance of DIY local government civil servants. Talent management can be improved through three main elements namely, Attracting Talents, Developing Talents and Retaining Talents. Therefore, if the Special Region of Yogyakarta Government wants to improve the performance of its employees, it can be done by improving and improving the current talent management program, which needs to be the main concern is the need to increase fairness in *career management* by providing opportunities for employees to develop their abilities as well as the career improvement obtained, so that they will feel satisfied, as well as retention in the organization.
 - b. Knowledge management has a significant impact on employee performance. Knowledge management can be improved through four indicators, namely *knowledge acquisition*, *knowledge conversion*, *knowledge application*, and *knowledge protection*. Therefore, if the Special Region of Yogyakarta Government wants to improve the performance of its employees, it can be done by developing existing management programs, especially focusing on *knowledge conversion* which changes the knowledge obtained from various sources to be then used as organizational knowledge. Also, *knowledge applications*, namely transforming potential capabilities into realized and dynamic abilities in order to affect organizational performance.

2. Theoretical Implications

- a. The results of this study show that the variables of talent management, and knowledge management have a positive and significant effect on the performance of Special Region of Yogyakarta Government civil servants. These results have strengthened and increased the amount of scientific literature within the scope of management theory in relation to analyzing factors affecting employee performance.
- b. The results of this study show that job satisfaction variables can mediate the influence of talent management and knowledge management on the performance of Civil Servants in Special Region of Yogyakarta Local Government. These results have strengthened and increased the amount of scientific literature within the scope of management theory in relation to analyzing the influence of mediation variables.

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