

Analysis of Talent Management, Career Development, and Knowledge Management on Employee Performance (Literature Review)

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ABSTRACT

In the intense international competition environment, companies need to improve their performance with the quality and knowledge of human resources. However, talent management, professional development and knowledge management are often poorly managed in organizations, especially government institutions, where they are not organized through success and work. The research used is a qualitative method and data analysis by collecting data from sources such as management books, research articles and documents such as GARUDA, Google Scholar, ScienceDirect, ResearchGate, Tandfonline and Scopus. The results of the literature review show that talent management includes the activities of identifying, selecting, developing and retaining talents according to their qualities in order to achieve the company's goals. While career development helps employees develop their interests, needs and career choices, knowledge management aims to develop the skills and abilities of employees.

Keywords:

Talent Management,
Career Development,
Knowledge
Management,
Employee
Performance.

INTRODUCTION

Talent management is an important process for businesses to manage their human resources (HR). Talent management involves identifying, developing, managing and placing the right employees in the right positions. In addition, education and training are also important in increasing the quality and competitiveness of employees. In an intense global competitive environment, companies need to improve their performance through knowledgeable, talented people (Nisa et al., 2016). In difficult and global business times, companies need to be able to manage skills such as correctly identifying, developing, retaining and releasing the right employees in order to create a good impact in the international market.

In today's highly competitive business world, effective human resource management is critical to sustaining competitive advantage. This literature review explores the interrelated concepts of talent management, professional development, and knowledge management and their impact on employee performance. Talent management involves attracting, developing, and retaining talented talent, thereby increasing employee engagement and reducing turnover. Career development provides opportunities for skill development and career growth, encouraging employees to achieve higher levels. Knowledge management effectively creates, shares, and uses knowledge and fosters a culture of continuous learning and innovation. These components are interrelated: talent management ensures the availability of qualified employees for career development projects, career development supports continuing education, which is important for knowledge management, and knowledge management supports talent management and professional development by providing appropriate resources. Together they create synergy, increase employee performance, and promote successful partnerships and sustainable development.

Instead of promotion, mutation, and placement of ASN in higher positions, the problem is that political elements make promotions and job placements more based on arbitrary criteria, such as political affiliation, personal ties, and KKN (not based on performance or achievement), then have an impact on failure in ASN career advancement. So, it becomes difficult to meet personnel targets for talent needs to fill strategic positions in the office. This situation shows that the ASN career development pattern follows a pattern that careers, mutations, and promotions are not well managed so that they are not in accordance with the merit system. In ASN career development, the fulfillment of the merit indicator system against the requirements of qualifications, competence, work performance, and transparency are often ignored. It is very rare for government agencies to implement effective talent management to direct the interests, talents, and potential of ASN personnel.

E. A. El Dahshan et al. (2018) argue Most companies have significant personnel management difficulties due to scarce Knowledge Management within the company, thus forcing everyone to fight for their respective Knowledge Management in maintaining profitable and high-quality operations or activities. It is difficult to make efforts to recruit personnel who can adjust to changes in the workplace. Therefore, interventions are made to build HR competencies to carry out work effectively and efficiently. It is important to improve employee competence if the company wants to recruit talented and competent personnel (Agustiani & Sadana, 2019). Luna-Arocas, R. & Morley (2015) added, Employee competence and talent retention are positively correlated, and talent management strategies play a key role in both.

In the context of the above topics, this paper aims to review the literature on the impact of management skills, professional development and knowledge management on employees' respect for their work. Through a comprehensive literature review, this paper will provide a comprehensive overview of the importance of talent management, career development and the impact of talent development on improving employee productivity. In addition, this paper will also provide recommendations on how companies can develop effective knowledge strategies through talent management and professional development to improve employee job performance so that they can gain competitive advantage in the global market. Does talent management have an impact on employee performance? How does work style affect employee performance? What is the impact of knowledge management on employee performance?

METHOD

In writing this article, a qualitative approach and literature review method were employed to gain an in-depth understanding of the discussed topic. The data collected came from various sources, such as management books and scientific journals relevant to this topic. These data sources were analyzed using a qualitative approach, which allowed the author to delve deeply and contextually into the information.

The data collection process involved searching and referencing several well-known databases, including GARUDA (Garda Rujukan Digital), ScienceDirect, ResearchGate, Tandfonline, Google Scholar, and Scopus. By using these various sources, the author ensured that the data obtained had diversity and high quality, and was relevant to the research conducted.

The qualitative approach used in data analysis enabled the author to explore various perspectives and better understand complex phenomena. The literature review

was conducted systematically, encompassing the identification, evaluation, and synthesis of existing literature to provide a comprehensive overview of the researched topic. Through this method, the article not only presents information based on empirical data but also offers deep and relevant theoretical insights.

RESULTS AND DISCUSSION

Previous research relevant to the article discussed can be seen in table 1 below.:

Table 1. Relevant Previous Research

No	Author (Year)	Research result	Equality	Difference
1	(Saputra et al., 2020)	Findings study show that HR planning , management talent , and HR audits of everything in a way significant increase performance employee . This result show that use management talent and efficient HR tactics can increase performance employee . Besides that's the result study This can give recommendation for company in designing and implementing management programs talent And strategy HR Which appropriate For increase performance employee .	Research influence management talent to performance employee	The difference is no discuss career path and Management Knowledge
2	(Rachmadinata & Ayuningtias , 2017)	Research result show that management talent in a way significant influential positive to performance employees at Lintasarta Jakarta City. Management talent influential real (63.8%) against performance whereas the remainder (36.2%) was influenced by other outside factors study . This result show that implementation management good talent can increase performance employee , especially in companies technology information and telecommunications like Lintasarta . Through effective use of talent management , research This can help	Research influence management talent to performance employee	The difference is No discussing career paths and Management Knowledge

No	Author (Year)	Research result	Equality	Difference
		company in increase performance employee .		
3	(Kusumowardani & Suharnomo , 2016)	Management talent and commitment company correlated positive and significant ; pattern think global And commitment company correlated in a way significant ; talents management And mutation employee significantly correlated ; and there is correlation negative between global mindset with performance employees , commitment company And turnover intention as well as as well as connection profitable and important between PT. Create Fashion Independent Demak to performance his employees .	Research influence management talent to performance employee	The difference is no discuss career path and development talent
4	(Fortune , 2016)	Model talents management Africa The South has phase Which more develop and operational For set as model management talent in Institution government Indonesia (sector public). This matter because model talents management Africa South show How prepare And make employee feel involved And owned (employee engagement), besides stages manage talented employees , which include recruitment , development , And retention . with all operation business	Research talents management	The difference Is No discuss career path And development talent
5	(Rahmawati , Hanum A., 2019)	There is connection Which significant on influence management talent to performance employee on PD. BPR Lamongan Regional Bank where is the management program talent own contribution the big one on achievement performance employee .	Research influence management talent to performance employee	The difference Is No discuss career path and development talent
6	(Endratno , 2015)	In world company Which competitive , management	Research talents management	The difference Is No discuss career

No	Author (Year)	Research result	Equality	Difference
		talent Which succeed very important . This Because every company own superiority competitive blessing HR. Company must can identify and develop Skills And ability its personnel through a talent management program as Wrong One method main For maintain power competitive they . Find , interesting , develop , and maintain talent is problem main in talents management.		path and development talent
7	(A. P J. Sari et al., 2022)	Productivity Sun Work Hotel Madiun in a way Partial influenced in a way positive And significant by talents management, and productivity Work Sun Hotel Madiun in a way Partial influenced in a way positive And significant by creativity .	Research talents management	The difference Is No discuss career Path And development talent
8	(Agustiani & Sadana , 2019)	Management talent influential very strong , Where management talent Which Good will produce competence Which Good also, and competence influences against performance employee .Performance employee Which Good will follow from competence Which good too. As well as management talent also matters to performance employees , where If management talent Good , so will good too performance employee	Research influence management Talent to performance employee	The difference Is No discuss career Path And development talent
9	(Savitri & Suherman , 2018)	There is influence significant management talent to performance employee	Research influence management talent to performance employee	The difference is No discuss career path and Management Knowledge
10	(Karina & Ardana , 2020)	Talent management and commitment company own influence positive And significant to performance . Commitment company capable moderate connection positive talents management to performance employee	Research influence management talent to performance employee	The difference is no discuss career path And development talent

No	Author (Year)	Research result	Equality	Difference
11	(Harmen, 2018)	Talent management and influential knowledge management positive and significant to performance employee PT. plantation Archipelago II Cape Morawa	Research influence management talent facing performance employee	The difference is no discuss career paths and development talent
12	(Sumarni , 2020)	There is influence Talent Management Regarding Employee Retention on Millennial Workforce. Management employee millennial through modification retention Employee change method organization Where method management traditional Which used during This need repaired And modified For development employee , Which will dominated by use technology information And hope will flexibility in do work in period front .	Research talents management	The difference Is No discuss career path And development talent
13	(Sopiah Et al., 2020)	Research result show that management talent influential positive and significant to performance employee . Besides That , work engagement Also moderate connection between management talent And performance employee , so that the more tall work engagement, so the more strong influence talents management to performance employee . Study This give outlook important about the importance of talent management in increase performance employee , as well as role important from work engagement as factor moderation in connection the .	Research influence management talent to performance employee	The difference Is No Discuss career path And development talent
14	(Octavia & Susilo, 2018)	Management talent in PT. Pertamina Geothermal Energy areas Ulubelu walk with Good And Its performance Also very tall	Research influence Management talent to performance employee	The difference Is No discuss career path And development talent
15	(Ciptagustia , 2019)	Level management talent company rattan furniture member	Research talents management	The difference Is No discuss career path And

No	Author (Year)	Research result	Equality	Difference
		<p>ASMINDO Cirebon categorized as Enough , distinctive capabilities categorized as sufficient , and superiority compete Also categorized as Enough . Through creation competence specifically for superiority competitive , talent management own impact direct And No direct Which beneficial .</p>		development talent
16	(Wolor et al., 2020)	<p>Research result show that implementation management talent own influence positive and significant to performance companies in Indonesia face revolution industry 4.0. Practice management talent like recruitment , development employees , and has proven that management performance can increase performance company in face increasing competition strict . Study This give important insight about importance management talent in increase performance companies in the era of revolution industry 4.0, as well provide suggestions and recommendations for companies in Indonesia for optimizing practice management talent so that can compete And develop in period front .</p>	Researching talent management	The difference is No discuss career path and Management Knowledge
17	(EA El Dahshan et al., 2018)	<p>Research result show there is connection positive between practice talent management with performance company at home Sick the . A number of practice management talent like recruitment , development employees , management performance , and salary / compensation proven</p>	Researching talent management	The difference is No discuss career path and Management Knowledge

No	Author (Year)	Research result	Equality	Difference
		own influence positive to performance company . Study This give important insight about importance management talent in increase performance companies in the sector health , as well give recommendation for manager House Sick For optimizing practice management talent To use increase performance company and satisfaction patient .		
18	(Oladapo , 2014)	Research result show that there is connection positive between practice management talent And retention employee at the company . A number of practice management talent like development employees , training and development , giving bait feedback , recognition , and appreciation proven can increase retention employee . Besides that , research this also shows that factors like development career , environment good work , and justice in system compensation also matters positive to retention employee . Study This give important insight about importance management talent in maintain qualified employees in the company , as well give recommendation for manager For optimizing practice management talent And create environment Work which motivates employee For still stay at the company .	Researching talent management	The difference is No discuss career path and Management Knowledge
19	(Sukoco & Fadillah . 2016)	PT. PINDAD (Persero) has align between talent strategy with strategy business , have evaluation	Researching talent management	The difference is No discuss career path and Management Knowledge

No	Author (Year)	Research result	Equality	Difference
		performance created based on policy company yourself , give facility in the development process its employees , and before implement the program, everyone personnel must adopt mentality talent . Competence generation Also Not yet held in a way structured And often only part .		
20	(Supardi , 2016)	Development career related tightly with enhancement performance , Where quantity , quality and accuracy time work taken into account moment assign personnel to appropriate position and position . With development career good one , employee endeavor reach performance the best in support process achievement objective organization .	Research development career towards performance employee	The difference is No discuss management talent and Management Knowledge
21	(Miftahuljannah & Islamic , 2017)	There is very relationship strong between development career to performance . Where development career own influence to performance as big as 0.754 And the rest as big as 0.246 influenced by factor other	Research influence development career towards performance	Difference located on management talent and development talents
22	(Rakhmawanto , 2020)	Stages identification position key , creation standard competence work , collection information ASN employees , incumbent assessment , preparation matrix mark asset humans (nine box grid) , and arrangement chart table replacement everything can used For implementation development career ASN in a way effective in planning succession .	Research development career	The difference is No discuss management talent and Management Knowledge

No	Author (Year)	Research result	Equality	Difference
23	(Balbed & Sintaasih , 2019)	Development career influential positive to performance employees , where motivation Work can Act as a mediator between development career and performance employee in a way positive .	Research development career towards performance employee	Difference located on management talent and development talents
24	(Monoarfa et al., 2019)	Planning and development career influential positive and significant to performance employee . Contribution planning and development career to performance employee of 0.367 or 36.7%, And the rest as big as 0.633 or 63.3% originate from factors Which No noticed like style leadership , education And training , compensation , coordination , climate culture organization , and factors other .	Research development career towards performance employee	Difference located on management talent and talent development
25	(Kaengke et al., 2018)	Motivation No own visible impact on performance employee , temporary development career and training own quite an impact big on performance PT employees . Air Manado.	Research development career towards performance employee	Difference located on management talents and talent development
26	(N. N. Sari, 2016)	Development career Influential to performance employee.Sector generator electricity Mahakam Samarinda in North Kalimantan which is operated by PT. PLN (Persero), has apply policy development career Which impact in level performance employees being measured with a number of subvariable including achievements work , exposure, loyalty organizations , mentors and sponsors, as well as growth opportunities. Because of inequality	Research development career to performance employee	Difference Located on talent management and talent development

No	Author (Year)	Research result	Equality	Difference
		between employee with a school diploma high /high school diploma and degree scholar who caused jealousy social , so that There is problem with variable mentor And sponsor		
27	(Jumawan & Mora, 2018)	Training in a way Partial influential positive and significant to performance employee . Training and development career together own impact sufficient big to performance employees , with development career Act as factor main in connection This . Development career Also in a way Partial influential positive and significant to performance employee .	Research development career towards performance employee	Difference located on management talent and talent development
28	(Isanawikrama et al., 2017)	Talent management has an influence positive and significant on organizational performance and its impact to performance employees , where Management Knowledge Which more Good impact to enhancement performance employee	Research influence management talent and Management Knowledge of performance employee	The difference is No discuss career path
29	(Ret et al., 2023)	Improved talent management and management Knowledge (trust self , skills communication , or combination both , and ability For focus) as well ability operate role , handle change , master knowledge , And Skills everything impact on performance employee .	Research influence management talent and Management Knowledge of performance employee	The difference is No discuss career path
30	Kardo , K., Wilujeng , S., & Suryaningtyas , D. (2020)	Influence Management Talent And Management Knowledge To Performance Employees at the District Transformer Center Rock	Research Management Knowledge	The difference is No discuss management talent and development career

No	Author (Year)	Research result	Equality	Difference
31	Aryanti , D., & Prasojo , E. (2021)	Management knowledge in the sector public : a review literature systematic 2010-2021	Research Management Knowledge	The difference is No discuss management talent and development career
32	Laoh , CF (2016)	Influence management knowledge , skills and attitudes Work to performance employee (study case at PT. National Nobu Bank Manado area)	Research Management Knowledge	The difference is No discuss management talent and development career

The effect of talent management on employee performance

Talent management is an effective human resource management approach designed to attract, develop, and retain talented and effective employees. Research shows that using performance management techniques can have a positive impact on employee performance. This is mainly because good talent management can help companies identify existing talent in the company and optimize it to achieve company goals. Talent management can also help companies create training and development plans that fit the needs of employees, so that employees can improve their skills and knowledge in business life. (2020) examined the impact of management skills on employee performance, considering the role of teamwork. The findings show that talent management as a mediator can improve employee performance and retention. This suggests that talent management can improve employee performance by keeping employees engaged. (2019) found that companies with good management skills have an advantage in attracting and retaining good employees in a competitive market. This is evident in improving employee satisfaction and overall company performance. In addition, research by Tarique and Schuler (2010) shows that good talent management can reduce the cost of hiring and training new employees because companies retain talented employees by their capital nature. (2017) conducted a study to investigate the impact of management skills on employee performance. The findings show that talent management can improve employee performance, especially in the context of service companies that focus on employee development and utilize existing skills in the company. Business Performance (Agustiani and Sadana, 2019; Harmen, 2020; Kusumowardani and Suharnomo, 2018; Rachmadinata and Ayuningtias, 2020) In general, talent management can be beneficial to the work of employees, especially when used effectively and focused on the company's contextual factors (careful planning, selection and recruitment, training and development, and compensation/salaries). Therefore, talent management can be an important method for companies that want to develop their employees and achieve major business goals.

The effect of career path on employee performance

Career development is a procedure to improve employees' ability to work and encourage higher performance to pursue the desired career. The company expects its employees to provide feedback in the form of good performance for the career development it supports (Balbed & Sintaasih, 2019).

Progress in a person's career path is reflected in his position, according to his career development. So that through this career path, employers can encourage

employees to pursue careers that will improve their knowledge, attitudes and skills. There are 3 (three) main components to a properly designed career development plan: (1) supporting employees in identifying their own internal career needs; (2) creating and publicizing internal career opportunities; and (3) matching internal career opportunities with internal employee needs and abilities.

Everyone aspires to have the best career in the company they work for, and their ability to do so is mainly based on their quality and performance (Kaengke et al., 2018). Here it is clear that career development for employees is more focused on fostering employee performance, which when viewed from a personal perspective is progress and opportunities for improvement, but also when viewed from the interests of the service, namely in the context of carrying out their duties and obligations effectively. High job satisfaction will be provided through planned career development, which will also motivate people to work more so that their output and performance also increase. Therefore, career development in terms of promotion or transfer, organizational loyalty/loyalty, work achievement, and exposure is very important in efforts to improve employee performance.

In the company where he works, everyone aspires to develop his career. If a person can show good performance, his career will develop well within the company. Several studies have revealed that career development significantly affects employee performance (Balbed & Sintaasih, 2019; Bianca et al., 2013; Caroline & Susan, 2014; Jumawan & Mora, 2018; Kaengke et al., 2018; Kakui & Gachunga, 2016; Kasendra et al., 2016; Miftahuljannah & Islami, 2017; Monoarfa et al., 2019; Parerung et al., 2014; Saleem & Amin, 2013; N. N. Sari, 2016). This shows how career development gives employees a sense of security about the career they will pursue in the future, which allows them to balance it with delivering their best performance.

The influence of Knowledge Management on employee performance

Organizations or companies can improve performance and maintain competitive advantage through knowledge management (intelligence). Therefore, knowledge management should be done well. Knowledge management is beneficial to employee performance. Effective knowledge management can improve employee quality and performance, thus improving overall productivity and employee performance. This is according to research by Purnawan Kardo, K., Wilueng, S. and Suryaningtyas, D. (2020) Using knowledge management skills can improve employee performance. The study also shows that knowledge management skills have a positive impact on employee satisfaction and retention, helping companies retain good employees and reduce the cost of recruiting, hiring, and training new employees..

Job rotation and mentoring are factors that help Knowledge Management. This is in accordance with the statement of Kardo, K., Wilujeng, S., & Suryaningtyas, D. (2020) where the Company should concentrate on increasing the number of job rotations that can expose employees to new work assignments and provide them with additional work experience, the purpose of which is to ensure that rotation is able to increase employee knowledge to encourage Knowledge Management. Because it has been proven that proper rotation increases the ability to develop employee talent. In addition, the company also continues to run the existing mentoring program. To maximize employee performance and drive Knowledge Management, companies should place more emphasis on collaboration rather than command-and-control interactions between mentors. In addition, companies can improve training by tailoring it to specific job requirements, with training directly supervised by mentors recruited as part of the

mentoring program.

Overall, there is consistent evidence that Knowledge Management through indicators such as job rotation, new work assignments, communication skills and mentoring can affect employee performance. With proper Knowledge Management, companies can retain and develop top talent, increase innovation and creativity, and develop a competitive advantage that can affect employee performance in the company. This is in line with previous research Aryanti, D., & Prasojo, E. (2021), which found that Knowledge Management initiatives in talent management have a good impact on employee performance.

CONCLUSIONS

From the questions and discussions in this article, it can be concluded that talent management is very beneficial and effective for employees. By using the right skills and considering the company's environmental conditions (careful planning, selection and recruitment, training and development, and salary/wage), talent management can become a priority for companies that want to develop their employees and be more successful. Career development (job training) is beneficial and important for employee performance. Professional development requires the development of promotion or change, honesty/integrity, completion and visibility of work in a correct and transparent manner. As their careers progress, employees feel secure in the jobs they seek, allowing them to balance career development with career excellence. Knowledge management is very useful and important for the performance of employees. Knowledge management plays an important role for companies in planning and developing skills through measures such as job changes, new jobs, communication and training. With effective knowledge management, companies can retain and develop top talent, increase innovation and creativity, and develop a competitive advantage that affects the performance of company employees. Talent management, career development and knowledge management are all very effective and beneficial for the workforce.

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