DIJEMSS: Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
DINASTI PUBLISHER
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455

DOI: https://doi.org/10.38035/dijemss.v7i1.5066
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Received: 01 July 2025 | **Revised:** 21 September 2025 | **Accepted:** 09 October 2025

Organizational Performance in The Context of Talent and Knowledge Management: The Mediating Role of Employee Retention

Iman Prasetyo Moelyadi[1], Akhmad Fauzi[2] , Muhadjir Anwar[3]
[1]Master of Management Program, Faculty of Economics and Business Universitas Pembangunan Nasional Veteran Jawa Timur, prasetyomoelyadiiman@gmail.com
[2]Master of Management Program, Faculty of Economics and Business Universitas Pembangunan Nasional Veteran Jawa Timur, akhmadfauzi@upnjatim.ac.id
[3]Master of Management Program, Faculty of Economics and Business Universitas Pembangunan Nasional Veteran Jawa Timur.

Corresponding Author: akhmadfauzi@upnjatim.ac.id[2]

Abstract: Enhancing organizational performance necessitates the effective implementation of talent management and knowledge management strategies to foster competitive advantage through the development of employee skills and competencies. This study aims to examine the influence of talent management and knowledge management on organizational performance, and to investigate the mediating role of employee retention in this relationship. The study involved a population of 157 managerial-level employees at PT Pertamina Patra Niaga, from which a sample of 113 respondents was selected using simple random sampling. Primary data were collected through structured questionnaires and analyzed using the Partial Least Squares (PLS) method. The findings reveal that (1) both talent management and knowledge management exert a positive and significant influence on organizational performance; (2) employee retention does not mediate the relationship between talent management and organizational performance; and (3) employee retention significantly mediates the effect of knowledge management on organizational performance

Keywords: Talent Management, Knowledge Management, Employee Retention, Organizational Performance.

INTRODUCTION

In today's increasingly dynamic and competitive business environment, human resources (HR) have emerged as one of the most critical strategic assets for organizations. Beyond their operational roles, human capital serves as a central driver of corporate success amid global challenges, digital transformation, and sustainability imperatives. The ability of a company to retain high-quality employees and reduce turnover has become a pivotal concern, as talent loss can significantly hinder operational continuity and strategic momentum.

Substantial performance improvements, such as increases in profitability and productivity, underscore the strategic importance of competent human resources in

implementing efficient operational strategies. However, alongside this positive trajectory, organizations are increasingly vulnerable to talent attrition due to the intensifying competition in talent acquisition and retention. The failure to retain key personnel not only results in brain drain but also jeopardizes the organizational knowledge base and core competencies.

To optimize organizational performance, it is imperative to implement effective talent management and knowledge management strategies. Talent management refers to a strategic and systematic effort to attract, develop, and retain individuals with high potential and critical competencies. However, without a robust employee retention framework, such efforts may be rendered ineffective, as trained employees may leave for competing firms, causing substantial financial and intellectual capital losses. Simultaneously, knowledge management plays a vital role by capturing, disseminating, and utilizing employee knowledge as a strategic resource to enhance productivity and innovation.

This study adopts the perspective of Human Capital Theory, initially proposed by Schultz (1961), which posits that investments in human skills, knowledge, and experiences are forms of capital that contribute to organizational productivity and economic growth. According to this theory, organizations that invest in talent and knowledge development are better positioned to achieve superior performance. Furthermore, retention strategies reinforce this investment by preserving and capitalizing on developed human resources (Wuttaphan, 2017; Burhanudin, 2021).

This study aims to analyze the influence of talent management and knowledge management on organizational performance, with employee retention as a mediating variable. While previous studies have investigated the effects of talent and knowledge management on organizational performance, their findings remain inconclusive. For instance, while studies by Harmen & Tri (2018), Aula (2019), and Kardo et al. (2020) affirm a positive impact of talent management, Nasruddin (2023) suggests otherwise. Likewise, contrasting evidence exists regarding the influence of knowledge management on performance. In response to these research gaps, the present study introduces employee retention as a mediating variable, positing that effective retention can amplify the positive effects of talent and knowledge management on organizational outcomes.

When talented employees depart, organizations incur not only direct costs such as recruitment and training but also suffer from the loss of critical knowledge and strategic capabilities. Retention, therefore, plays a central role in safeguarding the returns on human capital investment. By examining this mediating mechanism, this study contributes to a deeper understanding of how organizations can leverage talent and knowledge to sustain and enhance performance.

Literature Review

Human Capital Theory

Human Capital Theory was first introduced by Theodore Schultz (1961) and further developed by Gary Becker (1964; 1975). This theory conceptualizes human resources as capital that can be enhanced through education, training, and work experience. From this perspective, employees are seen not merely as labor but as strategic assets whose productivity and value can be increased through systematic investment in their development. Organizations that actively invest in human capital are expected to benefit from improved productivity, innovation, and competitive advantage. Additionally, such investments are associated with higher levels of organizational revenue, as employees with enhanced skills and capabilities are able to contribute more meaningfully to the achievement of organizational goals.

In the context of this study, which examines the role of employee retention in mediating the effects of talent management and knowledge management on organizational performance, Human Capital Theory offers a strong conceptual foundation. The theory underscores the

importance of systematically managing, developing, and retaining skilled employees as a means of sustaining long-term performance and growth.

Talent management, as a strategic function, involves identifying, attracting, developing, and retaining individuals with high potential. A well-structured talent management system ensures that employees' competencies are continually enhanced, which in turn increases their value to the organization. Likewise, knowledge management enables the effective use and dissemination of organizational knowledge to support innovation and problem-solving. Organizations that succeed in implementing both talent and knowledge management practices—while simultaneously fostering employee retention—are better positioned to achieve sustained improvements in performance. When high-potential employees are consistently given development opportunities, and when their retention is secured, organizations become more adaptable and resilient in dynamic environments.

Talent Management

Talent management refers to an integrated and systematic organizational approach aimed at attracting, developing, retaining, and optimizing human capital with high potential to achieve business sustainability and superior performance (Wuttaphan, 2017). Talent in this context spans all organizational levels, from operational to managerial, encompassing various functions and departments. This comprehensive view emphasizes that talent management is not limited to a few key positions but extends to all roles that significantly contribute to organizational success (Burhanudin, 2021).

Effectively implemented talent management enhances organizational competitiveness in increasingly dynamic markets. A robust talent management system ensures the alignment of employee skills with business goals, enabling organizations to achieve both short-term performance targets and long-term strategic objectives (Wuttaphan, 2017). Proper talent management contributes to optimal employee readiness and productivity, leading to improved organizational outcomes. When talent is properly identified, nurtured, and retained, employee performance is maximized, positively impacting overall organizational performance (Kardo et al., 2020).

Empirical evidence supports this assertion. Sugiyanto (2023) found that talent management significantly and positively influences organizational performance, both directly and indirectly through employee retention. This suggests that enhancing retention strategies strengthens the positive impact of talent management on performance. Similar conclusions have been drawn by Harmen & Tri (2018), Aula (2019), and Kardo et al. (2020), indicating a consistent and positive relationship between talent management and organizational performance. Thus, talent management emerges as a vital organizational strategy to improve productivity, reduce turnover, and build sustainable competitive advantage.

Knowledge Management

Knowledge management refers to a structured and systematic approach to acquiring, organizing, sharing, and utilizing organizational knowledge to improve performance and achieve strategic goals. It includes processes such as knowledge creation, storage, transfer, and application. Knowledge is not merely data or information but a strategic asset that can inform decision-making and drive innovation at all organizational levels (Firdaus & Rahmi, 2021).

From the perspective of Human Capital Theory, effective knowledge management allows organizations to harness the collective expertise of employees. It enables individuals to work more efficiently and collaboratively in solving problems, fostering an environment of continuous improvement (Wuttaphan, 2017; Burhanudin, 2021). This dynamic capability enhances organizational adaptability and competitiveness.

Jamaludin (2019) demonstrated that knowledge management has a positive and significant effect on organizational performance. When knowledge is systematically identified,

stored, and shared, it facilitates innovation and learning, ultimately leading to improved employee and organizational performance. Knowledge identification—one of the critical components—enables employees to align their understanding and skills in ways that foster the creation of new solutions and innovations.

These findings are supported by research from Choirun et al. (2016), Harmen & Tri (2018), and Kardo et al. (2020), which consistently affirm the strategic role of knowledge management in enhancing organizational effectiveness. Effective knowledge management practices improve employee engagement, decision-making quality, and organizational responsiveness to environmental changes. As a mechanism of organizational learning, knowledge management contributes to individual capability development and fosters a culture of innovation. Organizations that actively cultivate and share knowledge are more likely to retain talented employees, promote innovation, and achieve sustainable performance outcomes.

Employee Retention

Employee retention refers to an organization's strategic efforts to retain qualified, high-performing employees who contribute significantly to its long-term success. As defined by Sumarni (2011), employee retention involves creating conditions in which employees feel valued, supported, and motivated to remain with the organization. Retention is not merely about preventing turnover but about fostering employee commitment, engagement, and satisfaction.

Wijayanti and Nurtjahjanti (2012) emphasize that effective retention strategies should be proactive, focusing on intrinsic motivation and creating an environment where employees choose to stay not out of necessity but due to a sense of purpose and fulfillment. This includes offering competitive compensation, career advancement opportunities, and a positive organizational culture that reinforces trust, recognition, and belonging.

Rahmawati (2019) examined the mediating role of employee retention in the relationship between talent management and organizational performance at a regional development bank in Lamongan. The study revealed that retention significantly enhances the effect of talent management on performance, suggesting that organizations can amplify the benefits of their talent strategies by concurrently investing in employee retention mechanisms.

Key strategies for retaining top talent include fostering a positive work culture, reinforcing organizational values, and providing job placements aligned with employees' skills and aspirations. Employees who are placed in roles that match their competencies tend to exhibit higher engagement, which translates into increased productivity and improved organizational performance (Ramadhani, 2020). Aula (2019) also confirmed the mediating role of employee retention in the relationship between talent management and organizational performance. The research highlights that organizations with strong retention systems are more capable of building a sustainable, high-performing workforce.

Surbakti and Ta'a (2016) further demonstrated that employee retention mediates the effect of knowledge management on organizational performance. This suggests that knowledge management efforts are more effective when organizations retain the individuals responsible for generating and applying that knowledge. Employees who contribute innovation and insight are more likely to remain in environments where their contributions are valued and rewarded.

Retention plays a crucial role in preserving institutional knowledge and maintaining operational continuity. High retention rates reduce recruitment and training costs and safeguard tacit knowledge—such as organizational memory, internal networks, and experiential insights—that is difficult to replace. Mantow and Nilasari (2022) argue that to achieve sustainable organizational growth, firms must not only attract but also retain their best talent by fostering professional development, recognition, and a supportive work climate.

Moreover, employee retention facilitates ongoing knowledge development. Talented employees who remain in the organization are better positioned to engage in continuous learning and innovation. Knowledge management provides the infrastructure for this growth by

enabling knowledge exchange, mentoring, and collaboration. When employees feel their contributions matter and their knowledge is utilized, they are more likely to remain committed and strive for high performance (Setia et al., 2022).

Organizational Performance

Organizational performance is a central theme in management literature, serving as a critical indicator of a firm's ability to formulate, implement, and evaluate strategies to achieve its objectives (Mehralian et al., 2017). Continuous performance improvement is essential for ensuring organizational sustainability, growth, and adaptability in an increasingly competitive market environment.

Organizational performance is typically measured through both financial and non-financial indicators. These include metrics such as profitability, cost efficiency, customer satisfaction, product/service quality, and employee engagement. Relying solely on financial indicators may result in a short-term orientation that overlooks key drivers of sustainable value creation (Kaplan & Norton, 1996). To address this limitation, Kaplan and Norton (1996) introduced the Balanced Scorecard (BSC), a comprehensive performance measurement framework that integrates both financial and non-financial perspectives. The BSC enables organizations to translate strategic goals into a coherent set of performance indicators across four dimensions: financial, customer, internal business processes, and learning and growth.The Balanced Scorecard enhances strategic alignment by linking performance measures to organizational vision and strategy. It also facilitates internal communication, strategic feedback, and continuous improvement (Mwanyika, 2017).

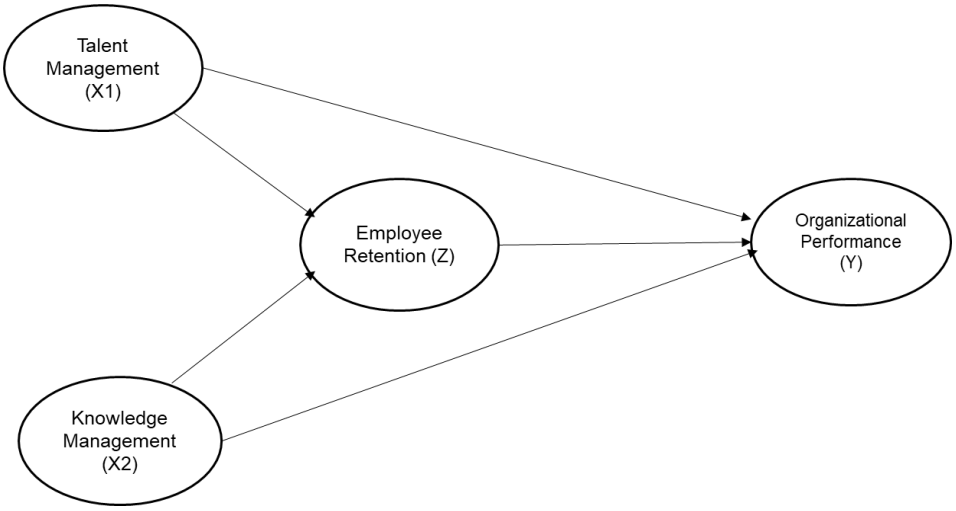
In the context of this study, organizational performance serves as the ultimate outcome variable influenced by talent management, knowledge management, and employee retention. By adopting the Balanced Scorecard approach, organizations can systematically assess how human capital strategies contribute to broader organizational objectives and long-term success.

Conceptual Framework

The conceptual framework of this study is developed based on Human Capital Theory, which posits that investments in talent and knowledge can yield significant organizational benefits, particularly when accompanied by effective employee retention strategies. This framework integrates three main constructs—talent management, knowledge management, and employee retention—as antecedents of organizational performance.

Talent management and knowledge management are proposed to have direct effects on organizational performance, as they contribute to enhancing employee capabilities, innovation, and overall efficiency. Additionally, employee retention is introduced as a mediating variable, based on the premise that the benefits of talent and knowledge investments are best realized when organizations are able to retain competent and experienced employees over time.

This framework reflects the dynamic interrelationship among human capital development, knowledge utilization, and performance outcomes, and seeks to empirically validate the mediating role of employee retention in these relationships.



Hypotheses

Based on the conceptual framework and supported by the theoretical and empirical literature, the following hypotheses are proposed:

H1: Talent management has a significant positive effect on organizational performance.

H2: Knowledge management has a significant positive effect on organizational performance.

H3: Talent management has a significant positive effect on organizational performance mediated by employee retention.

H4: Knowledge management has a significant positive effect on organizational performance mediated by employee retention

METHOD

This study adopts a quantitative research design, specifically an explanatory research approach, which aims to examine causal relationships between variables. The objective is to analyze the influence of talent management and knowledge management on organizational performance, with employee retention acting as a mediating variable.The population for this research consists of managerial-level employees at PT Pertamina Patra Niaga, totaling 157 individuals. Using a probability sampling technique, specifically simple random sampling, a sample of 113 respondents was selected. This sampling method ensures that every individual in the population has an equal opportunity to be selected, increasing the generalizability of the results.

The study involves Exogenous variables: Talent Management (X_1) and Knowledge Management (X_2) Mediating variable: Employee Retention (Z)Endogenous variable: Organizational Performance (Y). All constructs were measured using a five-point Likert scale, ranging from:

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

Primary data were collected through a structured questionnaire distributed directly to the selected respondents. The questionnaire items were developed based on validated constructs in the literature, ensuring construct relevance and clarity. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), a variance-based SEM technique well-suited for predictive modeling and testing complex relationships, including mediation effects. The software used accommodates smaller sample sizes and does not require normal distribution of data, making it appropriate for exploratory and confirmatory research (Hair et al., 2017).

RESULTS AND DISCUSSION

The demographic characteristics of the respondents are summarized in the table below:

Tabel 1. Respondent Characteristics

Profile	Total	Percentage (%)
Age		
21 - 35 tahun	6	5,3
36 – 45 tahun	75	66,4
46 – 55 tahun	28	24,8
> 55 tahun	4	3,5
Gender		
Laki-laki	90	79,6
Perempuan	23	20,4
Education		
D3	20	18
S1	65	57
S2	28	25
Length of Service		
< 1 tahun	6	5,3
1 – 3 tahun	7	6,2
4 – 7 tahun	7	6,2
> 7 tahun	93	82,3

Based on Table 1, the majority of respondents are between 36–45 years old (66.4%), male (79.6%), hold a bachelor's degree (57%), and have over seven years of service (82.3%). These characteristics suggest that the respondents possess adequate experience and educational background to provide informed responses.

The quality of the construct measurements was assessed through reliability and validity testing. The following indicators were used:

Table 2. Construct Validity and Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Talent Management (X1)	0,805	0,811	0,719
Knowledge Management (X2)	0,863	0,864	0,785
Employee Retention (Z)	0,794	0,832	0,630
Organizational Performance (Y)	0,868	0,871	0,715

All constructs have Cronbach's Alpha and Composite Reliability values above the threshold of 0.70, indicating internal consistency reliability (Hair et al., 2017). In addition, the AVE values for each construct exceed the minimum threshold of 0.50, indicating adequate convergent validity.

Table 3. Outer Loadings

	Talent Management (X1)	Knowledge Management (X2)	Employee Retention (Z)	Organizational Performance (Y)
X1.1	0,857			
X1.2	0,815			

X1.3	0,871			
X2.1		0,879		
X2.2		0,908		
X2.3		0,871		
Z1			0,801	
Z2			0,623	
Z3			0,701	
Z4			0,832	
Z5			0,660	
Y1				0,847
Y2				0,830
Y3				0,860
Y4				0,846

All indicators had outer loading values above 0.5, indicating that each item is a valid representation of its respective construct (Ghozali, 2015). This confirms the suitability of the measurement model for further structural analysis.

Structural model testing was performed using path coefficients and significance levels (p-values):

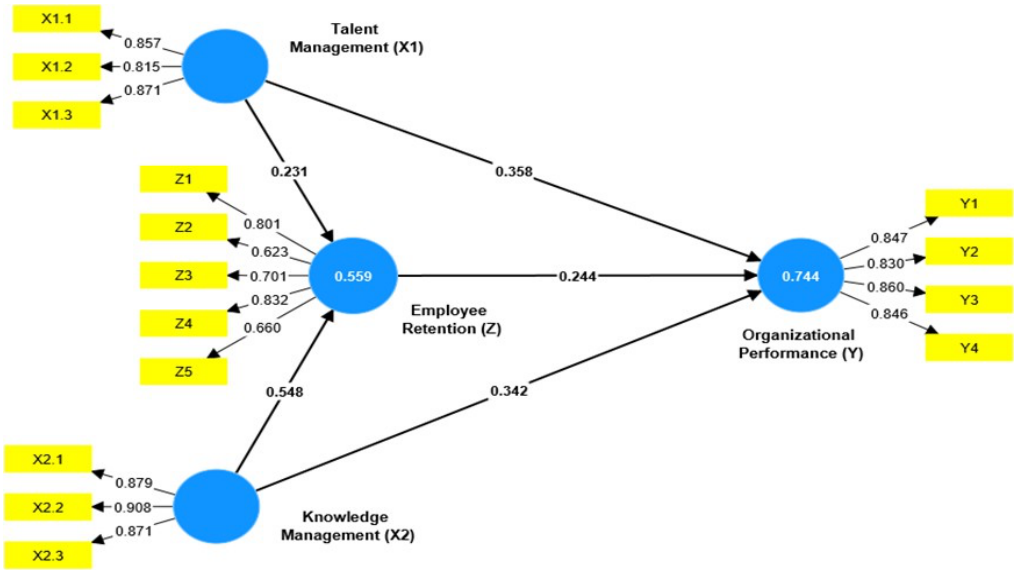


Figure 1. Output of the PLS Model

Table 4. Hypothesis Testing

No.	Relationship	Path Coefficient	P-Value	Description
1	Talent Management (X_1) → Organizational Performance (Y)	0.358	0.002	Significant
2	Knowledge Management (X_2) → Organizational Performance (Y)	0.342	0.000	Significant

These results indicate that both Talent Management and Knowledge Management have positive and statistically significant effects on Organizational Performance. The mediating effect of Employee Retention was tested using indirect path analysis:

Table 5. Mediation Analysis

No.	Relationship	Mediating Variable	Path Coefficient	P-Value	Description
1	Talent Management (X_1) → Organizational Performance (Y)	Employee Retention (Z)	0.056	0.041	Significant
2	Knowledge Management (X_2) → Organizational Performance (Y)	Employee Retention (Z)	0.134	0.012	Significant

The results confirm that Employee Retention significantly mediates the relationship between both Talent Management and Knowledge Management on Organizational Performance**.**

Discussion

The Relationship Between Talent Management and Organizational Performance

The results of the analysis demonstrate that Talent Management has a positive and significant impact on Organizational Performance, supporting Hypothesis 1. This finding affirms that organizations which effectively manage their talent are more likely to achieve higher levels of performance. Talent management enhances employee engagement, aligns individual goals with organizational objectives, and fosters a sense of value and belonging among employees—all of which contribute to improved organizational outcomes.

At PT Pertamina Patra Niaga, talent management is implemented through several key initiatives, including: 1) Strategic Human Resource Planning: Aligning human resource needs with the company's vision and mission by identifying essential competencies and planning for key position successions. 2) Competency Development: Providing continuous training, education, and career development to prepare employees for business challenges and enhance their productivity and innovation capabilities. 3) Performance Management and Appraisal: Utilizing a transparent and objective performance evaluation system to monitor individual and team contributions, and to deliver constructive feedback for continuous improvement.These efforts collectively strengthen human capital competencies, improve operational efficiency, drive innovation, and facilitate the achievement of strategic objectives.

The effectiveness of talent management is also linked to the demographic characteristics of the respondents. Employees with higher educational qualifications are better positioned to understand and engage with talent management practices. Those with longer tenure possess

deeper organizational insights and can contribute more effectively to talent strategies. Meanwhile, employees in their productive age (20–45 years) are typically more adaptive, technologically inclined, and innovation-driven—making them key agents in the organization's performance growth. Therefore, the alignment between talent management and employee profiles enhances the overall impact on performance.

These results are consistent with prior research by Harmen and Tri (2018), Aula (2019), Kardo et al. (2020), and Tri et al. (2020), which also confirmed a significant positive relationship between talent management and organizational performance. Such findings reinforce the critical role of talent strategies in building a high-performing organization.

The Relationship Between Knowledge Management and Organizational Performance

The study also found that Knowledge Management significantly influences Organizational Performance, supporting Hypothesis 2. This result highlights that well-managed organizational knowledge contributes directly to enhanced effectiveness, innovation, and responsiveness.

At PT Pertamina Patra Niaga, knowledge management is operationalized through: 1) Knowledge Management Policies and Systems: Implementing structured systems for the collection, storage, and distribution of knowledge via digital platforms, ensuring accessibility for all employees. 2) Knowledge-Sharing Infrastructure: Utilizing databases, intranet systems, knowledge portals, and collaborative tools to facilitate efficient and secure knowledge exchange. 3) A Culture of Knowledge Sharing: Promoting openness and collaboration through discussion forums, innovation workshops, and employee recognition programs that reward knowledge contribution.

Such initiatives cultivate collective intelligence and problem-solving capabilities, leading to improved decision-making, innovation, and strategic agility. In particular, employees with longer experience or higher education are more actively engaged in generating and sharing knowledge, further amplifying organizational learning and performance.

These findings align with the principles of Human Capital Theory, which considers knowledge as a key resource that drives organizational success. The results are further corroborated by previous studies (e.g., Choirun et al., 2016; Harmen and Tri, 2018; Kardo et al., 2020), which consistently affirm that effective knowledge management enhances organizational competitiveness and productivity.

The Mediating Role of Employee Retention in the Relationship Between Talent Management and Organizational Performance

The analysis confirms that Employee Retention mediates the relationship between Talent Management and Organizational Performance, supporting Hypothesis 3. This finding suggests that the benefits of talent management are maximized when organizations are able to retain their developed talent over time.

PT Pertamina Patra Niaga has demonstrated its commitment to retention through several strategies: 1) Agile Human Resource Development: Utilizing agile management principles and lean project teams to drive innovation while cultivating leadership and professional growth. 2) Young Talent Development and Merit-Based Promotion: Prioritizing competence over tenure in promotions, offering career development opportunities for younger employees, and building future leaders internally. 3) These efforts not only ensure knowledge continuity but also reduce turnover costs and enhance long-term employee engagement. Retention extends the benefits of talent management by maintaining organizational memory, strengthening institutional capability, and ensuring consistent performance output.

This result aligns with Human Capital Theory, which posits that organizations investing in the development and retention of human resources reap sustained productivity and competitiveness. The finding also supports earlier studies (e.g., Sugiyanto, 2023; Aula, 2019)

that emphasize the critical role of employee retention as a mediating variable linking talent strategies with performance outcomes.

The Mediating Role of Employee Retention in the Relationship Between Knowledge Management and Organizational Performance

Finally, the study finds that Employee Retention also mediates the relationship between Knowledge Management and Organizational Performance, supporting Hypothesis 4. This suggests that the effectiveness of knowledge management is enhanced when key knowledge contributors are retained.

PT Pertamina Patra Niaga's approach to integrating retention with knowledge management includes: 1) KOMET (Knowledge Management Pertamina) Portal: A centralized digital platform for sharing best practices, success stories, and lessons learned. 2) Knowledge-Sharing Culture: Regular discussions, webinars, and collaborative tools encourage employees to exchange ideas and build a collective learning environment. By retaining knowledgeable and experienced employees, the company ensures the continuity of tacit knowledge and fosters a culture of continuous improvement. Retention supports knowledge management by preserving intellectual assets and promoting innovation, both of which are crucial for performance sustainability.

These findings are consistent with the research of Surbakti and Ta'a (2016), Choirun et al. (2016), and Kardo et al. (2020), which underline that the impact of knowledge management on performance is amplified when organizations succeed in retaining their key contributors.

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CONCLUSION

Based on the research findings and discussion, this study concludes the following:First, talent management contributes significantly to organizational performance. Employees who feel valued and are given opportunities to grow through talent management practices tend to improve their individual performance, which in turn enhances overall organizational performance.Second, when an organization effectively leverages the knowledge and experience of its employees, it can increase operational efficiency and effectiveness, thereby improving organizational outcomes. Third, when talent is well-managed and employees feel appreciated, they are more likely to remain with the company (retention). This continuity positively influences the achievement of organizational performance targets. Fourth, employees with deep knowledge and advanced skills, when successfully retained by the organization, enable more efficient use of existing knowledge and innovation. This ultimately leads to sustained improvements in overall organizational performance.

Recommendations related to this research. First, Talent development The first is competency-based career development program through functional career path, leadership pipeline program to regenerate managers and executives, and cross- functional job rotation to foster holistic business understanding. Second, Knowledge transfer through mentoring & coaching programs between seniors and juniors, regular knowledge sharing (Knowledge Café, Tech Talks, Lunch & Learn). Third, Employee engagement through regular employee engagement surveys. Organizing activities that increase engagement such as employee gatherings, internal competitions, and team building as well as individual career planning programs so that employees have a vision of growth in the company

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