

Influence of Talent Management, Work Motivation, Knowledge Management On Satisfactionwork And Performance Of High School Employeesinformatics And Computer Management(Stmik) In Makassar City

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Abstract: *The purpose of this study is to analyze the Influence of Talent Management, Work Motivation, Knowledge Management on Job Satisfaction and Performance of Employees of the College of Informatics and Computer Management (STMIK) In Makassar City. This research uses survey method by cross section data collection through questionnaire. This study was conducted at 5 High Schools of Informatics and Computer Management (STMIK) in Makassar City with a population of 406 STMIK employees in Makassar City, with a sample determination of 201 respondents using the formula Slovin. The data of the questionnaire results were analyzed using structural equation model (SEM) with the help of AMOS 24.00. The results found that talent management has a positive and significant influence on job satisfaction, work motivation has a positive and significant effect on job satisfaction, knowledge management has a positive and significant effect on job satisfaction, talent management has a positive and insignificant effect on employee performance, work motivation has a positive and significant effect on employee performance, knowledge management has a positive and insignificant effect on employee performance, talent management has a positive and significant effect on employee performance through job satisfaction, work motivation has a positive and significant effect on employee performance through job satisfaction, knowledge management has a positive and significant effect on employee performance through job satisfaction.*

Keywords: *talent management, work motivation, knowledge management, job satisfaction, employee performance*

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I. Introduction

Creating a high performance working atmosphere in the organization, it requires an optimal increase in work and able to use the potential of human resources owned by the organization in order to achieve the objectives of the organization, so that it will contribute positively to the development of the organization. In addition, organizations need to pay attention to various factors that can affect employee performance, in this case it is necessary to play the role of the organization in improving effective and efficient performance, in order to encourage the creation of professional attitudes and actions in completing the work in accordance with their respective duties and responsibilities. Organizations are formed to achieve a specific goal. The objectives of the organization are in the form of improving customer service, fulfilling market demand, improving the quality of products and services, improving competitiveness, and improving organizational performance. Achievement of organizational objectives shows the work or achievements of the work of the organization and shows as the performance of the organization. The work of the organization is obtained from a series of activities carried out by the organization (Moeheriono, 2012). One aspect that can support employees' success in achieving work success is the ability to complete their tasks and responsibilities. With adequate work capability employees are expected to overcome all work problems so that work tasks can be completed better.

Dorsett (2006) stated that the role of human resource management in an organization becomes very important in order to improve the ability of human resources. One of the roles of Human Resource Management that looks interesting to be the focus of the study, is concerning aspects of improving employee performance. Improving the ability of human resources is necessary to be able to maintain and improve the competitiveness of the organization. In a competitive business environment the most important thing that organizations do is develop human resource strategies, especially improving work productivity. Increasingly competitive competition in the world of education, especially for universities managed by the public (private), demanding the management of universities to manage human resources in helping educational activities to achieve organizational goals, as well as to encourage the achievement of the vision and mission of universities with the ultimate goal is to improve productivity and quality of education. Strengthening the governance, accountability

and public image of higher education institutions will boil down to the increasing performance and quality of higher education institutions. This policy will be meaningful when associated with efforts to fulfill quality educational institution management services, quality teaching programs, quality educational facilities, and quality academic administration services.

Parties that play a strategic role in improving progress and quality in universities are employees consisting of lecturers (educators) and academic administration employees (education personnel). Lecturers and academic administration employees are one of the essential components in an education system in universities. Even related to duties and responsibilities, the role of lecturers and academic administration employees is very important in realizing the objectives of national education, educating the life of the nation; improving the quality of Indonesian people, including the quality of faith and taqwa, noble character, and mastery of science, technology and art, as well as realizing a developed, fair, prosperous and civilized Indonesian society. Universities currently expect to have human resources in the superior group (talented employees), so that there is a need to maintain the talent owned in the talent management strategy. One of the efforts to acquire, develop and retain employees who have talent is through talent management. Universities also need to develop a way to be able to create an educational institution that can conduct education as expected, for the wider community. To do this is certainly not an easy thing, but it requires hard work and encouragement of individuals to take action in achieving goals, then the management needs to think about the best way that is to foster work motivation. If the employee is motivated, then the employee will make a positive choice to do something, because it can satisfy his desires. Basically motivation can encourage employees to work hard so that they can achieve the main objectives of an organization or educational institution. This will certainly improve job satisfaction and employee performance.

Lecturers and academic administration employees as education personnel have a very strategic position, which has a direct influence on the learning process, graduate quality and competitive output patterns. This means that the quality of students is determined how the quality of lecturers as the main element in education. Even the quality assurance system developed today, and has become a standard reference for universities, establishes lecturers as a resource that is highly colluding with the competencies of graduates for competition minded, namely having skills and knowledge in accordance with the disciplines they study (Djojonegoro, 1998). Therefore, lecturers and academic administration employees as education personnel are required to always develop their knowledge through knowledge management strategies in order to create a culture of knowledge sharing that will certainly have an impact on improving job satisfaction and performance. Orpha Jane (2009) argues that knowledge management can be applied in universities, both focused on three main activities, namely education and teaching, research and community service (Tridharma Higher Education) as well as supporting activities, such as administrative services. Utilization of knowledge management in Tridharma Higher Education, will improve the competence of teachers who in turn will also improve the quality of graduates of these universities. Meanwhile, the utilization of knowledge management in supporting activities, will create quality services that will subsequently affect the academic atmosphere in higher education.

Based on the above statements, researchers want to research whether talent management, work motivation, knowledge management has an effect on the potential to improve job satisfaction and employee performance at the High School of Informatics and Computer Management (STMIK) in Makassar city. In this research object was conducted at five Schools of Informatics and Computer Management (STMIK) in the city of Makassar, where from this study it is expected that the university has the results of performance evaluation per unit to know what are the indicators of talent management, work motivation and knowledge management, to increase job satisfaction with the aim of improving employee performance. The phenomenon that occurred at the High School of Informatics and Computer Management (STMIK) in Makassar city is in terms of human resource management both to lecturers and academic administration employees have not fully implemented the talent management strategy as one way to recruit, maintain and develop human resources in the organization so as to create optimal job satisfaction and performance, where the management of employees who have talent in the organization has not been utilized properly. The placement of employees to fill a certain position has not been fully determined based on the talent management strategy, because it has not made a grouping of employees based on the talents / talents owned by the employee although it has basically done a good process to recruit, retain and develop employees related to the field of work and skills needed by the organization. The problem faced today is that talent management has not gone well. Organizations need improvements in talent management strategies to separate talented employees and average employees, so that they can improve employee performance.

Another phenomenon that occurs related to work motivation that occurs at the High School of Informatics and Computer Management (STMIK) in Makassar City is the work motivation of low employees so that the attendance level of employees both lecturers and administrative employees decrease, slow in carrying out their activities and often late in carrying out their obligations. The problem that occurs is if the work motivation of employees in an organization is low, it will have an impact on the decrease in productivity in the

organization such as the emergence of internal problems, as well as work goals that do not reach the target that has been set. Related to knowledge management, the reality that occurred at the College of Informatics and Computer Management (STMIK) in Makassar City is not fully implemented knowledge management strategy although basically it has often done knowledge sharing between lecturers and employees. The problem that occurs is the unqualified media or repository of knowledge owned by the organization and at any time can be utilized by employees to meet their needs for the utilization of knowledge in the decision-making process. Management of management is a paradigm of information management derived from the thought that pure knowledge is actually ingrained in the minds and minds of every human being. Therefore, it is necessary to build a mechanism for the dissemination of information and experience from existing human resources in order to increase the knowledge of each activity actor in an organization so that it creates job satisfaction while improving individual performance and organizational performance.

II. Rivew Literature

This research will present several understandings and concepts of the variables that will be reviewed, namely: talent management, motivation, knowledge management of employee performance through job satisfaction of the College of Computer Informatics Management in Makassar City along with indicators related to the variables studied. The word talent in Bahasa Indonesia is talent which is a differentiating factor in the performance of every employee in an organization or company. If a company wants to increase profit in the line of business that is being run and continue to grow the existing company, then the company must focus on finding, attracting and retaining the best employees. A good company is a company whose vision, mission and value of the company that has been set before is run by a number of talented employees who work together and synergize (Pella & Afifah, 2011).

Employees who have talent is what must be managed by the company well with a good management system. Talent management system implemented in an integrated and in line with other management functions will provide improved business performance and real employee performance. A successful company is one that creates a culture of talent development well. Employee talent development culture consists of programs that specifically consist of the company's strategy in choosing the right employees, placing employees according to their abilities and skills, providing training and employee development so as to improve performance in work and retain employees by providing compensation (Pella & Afifah, 2011).

Talent management within a company has two main roles. The first role is to be a value creator and the second role becomes a value protector. As a value creator, the task of every manager and leader in a company is to produce people who have value. The value creator model creates each individual within a high-value company who then spreads the value in a series of measurements in all directions to generate large-scale momentum for change. As a value protector means that the company does all kinds of ways to protect individuals with high-value talent generated so as not to be lost in the temptation of other organizations (Pella & Afifah, 2011).

To interpret talent management or talent management must first understand what is meant by talent itself. Talent according to Pella and Afifah are people who want to be nurtured by the company because of its advantages. Talent can also be interpreted as employees who are identified as having the potential to be the company's future leader (Pella & Afifah, 2011).

Based on the understanding of talent, then what is meant by talent management is a process to ensure the company's ability to fill key positions of the company's future leaders (company future leaders) and positions that support the company's core competencies (unique skill and high strategic value) (Tusang & Tajuddin, 2015). Talent management can also be interpreted as strategic management to manage the flow of talent in a company with the aim of ensuring the availability of talent supply to align the right employees with appropriate work at the right time based on the company's strategic objectives and priority of the company's activities or the company's business (Pella & Afifah, 2011). According to (Davis, 2009), talent management is a planned and structured corporate approach to recruiting, retaining and developing talented people who consistently deliver superior performance. So, the process of talent management is starting from recruiting people who have talent, then keeping people who have the talent so as not to move to other organizations and develop people who have that talent through education or training so as to improve the performance that devilkin

According to Jackson (2010) that talent management has the most impact on the organization which includes performance, leadership development, workforce planning or to identify talent differences between employees and recruits. According to Mangusho et.al (2015) in his journal, talent management synergizes with other management functions such as talent management can be used to manage low employee performance through awarding and acknowledging the performance of these employees. Talent management can also be used to develop employee performance that can be categorized as low through training and development programs. In carrying out the talent management strategy, a group of people who have been identified can be developed within a certain period of time and treated as an investment. In finding and obtaining employees who have

talent, the company has two sources, namely internal sources and external sources. The company does not choose to recruit new employees but chooses employees who already work within the company assuming that the employee has knowledge of the company's culture.

According to Davis (2009), for internal sources, the company can use the Talent Search Matrix method that combines a number of elements that can be identified and that cannot be authenticated when combined will give an overview of the profile of someone who can provide the expected performance results. In this method there are six elements that can be the basis of assessment, namely experience, profile and qualifications that can be assessed objectively while expertise, potential and quantification can only be assessed subjectively. The experience contains a description of the experience that the candidate will use to perform his or her role. Profiles can be determined by psychological tests or personality profile tests. Qualifications identify levels of academic and professional achievement. Buckingham and Vosburgh (2001) in Sweem (2009) define talent management as a term for managing talent based on performance and as something distinguishable that arises both from humanistic and demographic perceptions. Talent management is more than just recruiting, succession plans, training and putting people on the right job and the right time. Talent management is an important strategy (Ashton & Morton, 2005) in Sweem (2009) because when talent management turns into core competencies, it will significantly improve the implementation of good strategy and operations.

The ERG theory also reveals that in addition to the process of progress, it is also a decision reduction process. That is, if a person is constantly hampered in his efforts to meet the needs causing the individual to lead to a reduction effort because it gives rise to efforts to meet lower needs. An explanation of Aldefe's ERG theory provides an important means for managers about behavior. If it is known that the level of need is higher than that of a subordinate for example, growth appears to be under control, perhaps at the discretion of the company, then this should be the main concern of the manager to try to redirect the efforts of the subordinate in question to meet the need for connection or the need for existence. Aldefe's ERG theory suggests that individuals will be motivated to do something to meet one of the three devices of need

The two-factor theory is also called hygiene motivation theory put forward by Frederick Herzberg. With the belief that an individual's relationship with work is fundamental and that a person's attitude to work can very well determine success or failure. The theory that links intrinsic factors to job satisfaction while attributing extrinsic factors to dissatisfaction. According to Herzberg, what is classified as motivational factors include one's work, success, growth opportunities, progress in career and recognition of others.

While hygiene or maintenance factors include, among others, the status of a person in the organization, an individual's relationship with his superiors, a person's relationship with his/her colleagues, supervisory techniques applied by supervisors, organizational policies, administrative systems within the organization, working conditions and applicable reward systems. One of the challenges in understanding and applying Herzberg's theory is to take into account exactly which factors are more powerful in a person's life, whether intrinsic or extrinsic (Siagian, 2006).

Herzberg's two-factor theory seeks to find the causes of a person's complacency and dissatisfaction with the work he does. With these reasons known, it will be attempted to be created satisfaction so that workers can be encouraged or motivated to work better. This theory gives an idea that satisfaction with a person's work is influenced by a factor called satisfier factor.

The penultimate factor arises in the worker towards the results of his work and then creates a feeling of achievement, value, gaining progress, has done quite important and a sense of responsibility. On the other hand in workers there is also a sense of dissatisfaction called hygiene factor. Hygiene factors in the form of influences on the work environment, namely in the form of relationships with supervisors, relationships with workmates, insecurity in work, working conditions, employment status or position, and adequate salary. The availability of health factors means the creation of a healthy work environment both physical and mentally healthy. From the concept of two-factor theory, it can be known that job planning for workers must always be a balance between the two factors.

Douglas McGregor's Theory X and Y offer two real human views, the first negative view is called Theory X and the second positive is called theory Y. According to theory X there are four assumptions that managers have are: a) Basically employees do not like work, as much as possible avoid, b) Because employees do not like their work should be forced, controlled or threatened with punishment to achieve goals, c) Employees will avoid liability and seek formal orders when possible, and d) As employees put security above all other work-related factors and show little ambition. Whereas according to theory Y there are four positive assumptions namely: a) Employees consider work as a pleasant thing as well as rest or play, b) Employees will practice self-control and emotions to achieve goals, c) Employees are willing to learn to accept, even seek, and responsibility, and d) Employees are able to make various innovative decisions that are circulated throughout the population and not just for those who occupy management positions.

David McClelland's motivational theory (Robbins, 2006), McClelland's theory is McClelland's Achievement Motivation Theory. This theory holds that employees have potential energy reserves. How energy

is released and used depends on the strength of one's motivational drive and the situations and opportunities available. Energy will be utilized by employees due to encouragement by: (1) the strength of motive and basic strength involved, (2) the expectation of success, and (3) the value of incentives attached to the objectives

Some satisfaction theories that discuss the dimension of job satisfaction, including the theory of equity (equity theory) from Adam, discrepancy theory from Porter, need fulfillment theory from Schaffer, social reference group theory from Alderfer, and two-factor theory from Herzberg. In accordance with its nature, human needs are very diverse, both types and levels, even humans have needs that tend to be infinite. That is, the need always increases over time and the human being always strives with his ability to satisfy those needs.

Each human being has a different level of satisfaction according to the value system that applies to him/ her. The higher the assessment of the activity is felt in accordance with the wishes of the individual, the higher the satisfaction of the activity. Thus, satisfaction is an evaluation that describes a person for feeling his attitude, happy or unhappy, satisfied or dissatisfied at work.

Wexley and Yuki (2005) define job satisfaction as the way workers feel about their work. Job satisfaction is influenced by several aspects of work, including: wages / salaries, working conditions, supervision, work friends, job materials, job security, and opportunities to progress. Anoraga (2006) said that job satisfaction is a positive attitude that concerns the healthy adjustment of employees to work conditions and situations, including wage problems, social conditions, physical conditions and psychological conditions. Kreitner and Kinicki (2001) define job satisfaction as an effectiveness or emotional response to various aspects of work. Mangkunegara (2004) revealed about theories of work satisfaction, namely: equity theory, discrepancy theory, need fulfillment theory, social reference group theory, expectancy theory, and Herzberg two-factor theory.

The explanation of the theory was expressed by Mangkunegara (2004). First, the equity theory that a person's job satisfaction depends on whether or not he feels justice for a situation. The feeling of justice or injustice of a situation obtained by a person by comparing himself with others who are in the office or elsewhere, there are three elements of justice: (1) Input is something valuable that employees feel as a contribution to their work such as: education, experience, and proficiency; (2) Output is something valuable that employees feel as a result of their work such as: salary, status, symbols, and awards; (3) Comparison person is the ratio between input-outcome and input-outcome ratio of others. The value of this comparison is felt fairly enough then he will feel satisfied. If the comparison is unbalanced but profitable it can cause satisfaction may also not, but if the comparison is unbalanced and detrimental will cause dissatisfaction.

Second, discrepancy theory. This theory was first pioneered by Porter, arguing that measuring satisfaction can be done by calculating the difference between what should be and the reality that an individual feels. Locke (1990) argues that individual job satisfaction depends on the difference between what is gained and what the individual expects. If what the individual gets is greater than expected, then the individual becomes satisfied. Conversely, if the individual gets lower than expected, it will cause the individual to be dissatisfied. Third, need fulfillment theory. According to this theory, the satisfaction of the work of the individual depends on whether or not the individual needs are met. The individual will be satisfied if he gets what he needs. The greater the individual's needs are met, the more satisfied the individual is. Similarly, if the individual's needs are not met, the individual will be dissatisfied.

Fourth, social reference group theory. According to this theory, the satisfaction of the work of the individual is not dependent on the fulfillment of needs alone, but relies heavily on the views and opinions of the group that the individuals consider to be the reference group. Individuals will be satisfied if their work is in accordance with the interests of the needs expected by the reference group. Fifth, a two-factor theory from Herzberg. The two-factor theory was developed by Frederick Herzberg. He used Abraham Maslow's theory as his point of reference. Two factors that can cause the onset of complacency or dissatisfaction. Namely maintenance factors and motivational factors. Maintenance factors are also called, dissatisfiers, hygiene factors, job context, extrinsic factors that include administration and company policies, quality of supervision, relationships with supervisors, relationships with subordinates, wages, job security, working conditions, and status, while the factors of distribution are also called satisfier, motivators, job content, intrinsic factors that include encouragement of achievement, recognition, progress, development opportunities, and responsibility. Sixth, expectancy theory. The theory of hope was developed by Victor H. Vroom, and later expanded by Porter and Lower, Keith Davis (1985). Vroom in Mangkunegara (2004) revealed that satisfaction is a product of how a person wants something, and one's assessment allows certain actions that will lead him. Furthermore Keith Davis in Mangkunegara (2004) explained that hope is the strength of belief in a treatment followed by special results. Hope is an action related to the results of the range 0 - 1. If the individual feels it is impossible to get a certain result then the expectation is worth 1. Normal individual expectations are between 0 – 1. Based on the satisfaction theories described above, the most suitable is the theory of difference or discrepancy theory (Wexley and Yuki 2005). Complacency of work is a positive attitude that concerns the adjustment of employees to their work, if the employee is satisfied with his/her job, then the employee has a positive attitude and pride,

and assesses his work highly, because the situation and working conditions can meet his needs, desires, and expectations.

Determinant of the success of a company, organization, agency or business entity in conducting its activities is the performance factor. Performance is the embodiment of the work done by a person. Performance is used as a basis for assessment that can be an important force for influencing employee behavior.

In the organizational sphere, the definition of performance refers to the performance of employees, which is an outcome achieved by employees in their work according to certain criteria that apply to a particular job. According to Wirawan (2009), the concept of performance stands for kinetics of working energy which in English is performance. Performance is the output produced by functions or individuals in a particular job or profession. Performance is often also referred to as work achievement is the result of work in quantity and quality achieved by a person in carrying out tasks according to the responsibilities given at a given time.

Robbins (2006) argues that performance is an outcome achieved by workers in their work according to certain criteria that apply to a job. Engko (2006) defines individual performance as individual work achievements that are governed by standards or criteria set by an organization. Mathis and Jackson (2006) define performance as basically what employees do or don't do. Employee performance that is common to most jobs includes elements namely the quantity of results, the quality of the results, the timeliness of the results, attendance, and the ability to work together. Mangkunegara (2004) revealed the understanding of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Saputra (2014) explained that performance is a work ability or work achievement shown by a person in obtaining optimal work results. According to Wibowo (2007) performance is about doing the work and the results achieved from the work. Performance is about what it does and how to do it.

Performance is an ability of work or work performance shown by an employee to obtain optimal work results. Thus the term performance has an understanding of the existence of an action or activity displayed by a person in carrying out certain activities. A person's performance will be visible in everyday working situations and conditions. The activities carried out by a person in carrying out his work illustrate how he/she strives to achieve a set goal. Performance is the accumulation of three interconnected elements namely skills, efforts, and properties of external circumstances. Basic skills that a person brings to work can be knowledge, ability, interpersonal proficiency and technical prowess. Skills are required in performance because skills are activities that arise from a person as a result of a process of knowledge, ability, interpersonal proficiency, and technical prowess. Effort can be described as a demonstrated motivation to get the job done. The skill level relates to what "can be done", while "effort" relates to what is "going to be done". External conditions are factors contained in the environment that affect performance. External conditions are facilities and work environments that support employee productivity/performance, the interaction between internal and external factors to produce something of a certain quality is an element that shapes performance (Saputra, 2014).

According to the Decree of the Minister of Finance of the Republic of Indonesia No. 740/KMK.00/1989 in explaining that performance is an achievement created by an organization in a certain period that reflects the level of health of the organization. Whereas according to Brian, et al., in Sudarmanto (2009) effective performance measurement has 2 objectives namely: "firstly to be a guide in making decisions in the organization and, secondly as a basis in conducting performance evaluation". Performance assessment is the determination of the operational effectiveness of an organization periodically based on the goals, standards and criteria that have been set. Basically performance assessment is an assessment of behavior in performing a role in the organization explained that the main purpose of performance assessment is to motivate employees in achieving organizational goals in complying with standards of conduct and producing actions desired by the organization. Employee performance will be achieved if supported by individual attributes, work efforts and company support.

Ministry of National Education (2003), stated that the performance of lecturers is the ability to carry out the work or tasks that lecturers have in completing a job. Performance or performance can be interpreted as work presentation, work implementation, work achievement, work results or performance. The performance of lecturers in a college is a real behavior displayed by each lecturer as a work achievement produced by the lecturer in accordance with his/her role. To be able to determine the quality of lecturer performance, there needs to be clear criteria. Performance covers several aspects, namely: aspects of job quality, timeliness, initiatives, capabilities and communication. The performance of lecturers is very important in the efforts of universities to achieve their goals. At the same time, lecturers as the spearhead of a college need feedback from institutions on their work as a guide for their future behavior. Feedback on lecturer performance can be done through performance evaluation, Suyitno (2009).

III. Resarch Method

This research uses quantitative approach by using questionnaire as the main data collection tool. Based on the research problems presented earlier, this research is explanatory research, namely trying to explain the influence of causality relationship and then conducting testing and confirming the relationship or influence between variables or constructs or individual characteristic variables, namely the influence of talent management, work motivation, knowledge management and job satisfaction on the performance of employees at the College of Informatics and Computer Management (STMIK) in the city of Makassar. The population in this study is employees consisting of lecturers (educators) and academic administration employees (education personnel) of the College of Informatics and Computer Management (STMIK) in makassar city consisting of Computer Colleges in Makassar City namely: STMIK Dipanegara, STMIK Profesional, STMIK Kharisma, STMIK Handayani and STMIK AKBA, with the number of employees, lecturers and academic administration employees as many as 406 people using the formula slovin then the number of samples in the study as many as 201 people. The data analysis method used in explaining the phenomenon in this research is structural analysis technique Equation Modelling (SEM).

IV. Results And Analysis

Normality Test in SEM analysis is intended to determine the normality of the research distribution of each variable. Normality evaluation is done by looking at cr skewness or kurtosis value both univariately and multivariately, data is said to be distributing normally if the value of cr skewness or cr kurtosis below the absolute price of 2.58 (Ghozali; 2016), while in Ferdinand (2006) the value of multivariate cr below 8 is still acceptable and analysis can still be continued provided that all indicators already have cr kurtosis < value in vulnerable $-2.58 < z < 2.58$. The following are the results of the data normality test on the model:

Assessment of normality (Group number 1)

Variable	Min	Max	skew	C.r.	kurtosis	C.r.
Z1.6	3.000	5.000	-.319	-1.846	-.382	-1.107
Z1.5	3.000	5.000	-.175	-1.016	-.153	-.444
Z1.4	3.000	5.000	-.369	-2.136	-.091	-.264
Z1.3	3.000	5.000	-.071	-.413	.113	.328
Z1.2	3.000	5.000	-.074	-.426	-.306	-.884
Z1.1	3.000	5.000	-.415	-2.404	.241	.697
Y1.5	2.000	5.000	-.430	-2.487	.064	.184
Y1.4	2.000	5.000	-.430	-2.490	.147	.425
Y1.3	2.500	5.000	-.157	-.909	-.125	-.361
Y1.2	2.500	5.000	-.525	-3.037	.664	1.922
Y1.1	2.330	5.000	-.267	-1.543	-.254	-.736
X3.1	2.750	5.000	-.503	-2.910	-.061	-.177
X3.2	3.000	5.000	-.076	-.439	-.043	-.124
X3.3	2.500	5.000	-.386	-2.233	.181	.524
X3.4	3.000	5.000	-.343	-1.987	.174	.502
X2.1	2.400	5.000	-.732	-4.238	.055	.158
X2.2	2.800	5.000	-.729	-4.220	.647	1.872
X2.3	2.000	5.000	-.247	-1.431	.026	.076
X1.1	2.800	5.000	-.839	-4.857	.781	2.259
X1.2	2.200	5.000	-.924	-5.349	1.443	4.176

Variable	Min	Max	skew	C.r.	kurtosis	C.r.
X1.3	2.500	5.000	-.751	-4.350	.324	.939
Multivariate					.670	.153

Normality test results showed that the research data had been distributed normally because the univariate kurtosis value of all indicators had been in intervals of $-2.58 < z < 2.58$, except X1.2 with a value of 4.176 outside the interval of -2.58 to 2.58 . However, since the cr value of multivariate normality indicates that it has been distributed normally or H_0 is received by cr of 0.153 where it is in an interval of ± 2.58 , then the violation of univariate normality can be tolerated, this indicates that the data to be analyzed has been distributed normally both univariately and multivariately.

The Multicollinearity Test was conducted by looking at the correlation values between exogenous variables. The model is declared free of multicollinearity if the correlation value between exogenous variables < 0.9 . In this SEM model, which acts as an exogenous variable is the variables of talent management, work motivation, and knowledge management. The results of the analysis in the following table showed that the correlation coefficient between exogenous variables is that nothing exceeds 0.9, this indicates the absence of multicollinearity among the three exogenous variables so that the assumption of the absence of multicollinearity has been met.

Multicollinearity Test Results Correlations: (Group number 1 - Default model)

	Z1.6	Z1.5	Z1.4	Z1.3	Z1.2	Z1.1	V1.5	V1.4	V1.3	V1.2	V1.1	X3.1	X3.2	X3.3	X3.4	X2.1	X2.2	X2.3	X1.1	X1.2	X1.3	
Z1.6	1.000																					
Z1.5	.375	1.000																				
Z1.4	.366	.356	1.000																			
Z1.3	.396	.325	.475	1.000																		
Z1.2	.291	.364	.330	.417	1.000																	
Z1.1	.221	.274	.407	.474	.284	1.000																
V1.5	.340	.346	.371	.318	.286	.236	1.000															
V1.4	.354	.350	.327	.371	.392	.303	.368	1.000														
V1.3	.316	.281	.302	.296	.381	.184	.334	.468	1.000													
V1.2	.213	.317	.333	.323	.472	.166	.359	.447	.419	1.000												
V1.1	.355	.353	.286	.278	.292	.359	.219	.232	.405	.370	1.000											
X3.1	.381	.324	.374	.428	.310	.276	.298	.479	.326	.335	.359	1.000										
X3.2	.299	.391	.391	.288	.240	.317	.370	.339	.342	.232	.269	.330	1.000									
X3.3	.252	.335	.297	.251	.260	.238	.325	.340	.404	.278	.363	.343	.486	1.000								
X3.4	.274	.342	.380	.283	.253	.293	.369	.430	.237	.240	.235	.408	.428	.419	1.000							
X2.1	.330	.342	.375	.391	.379	.438	.317	.338	.306	.299	.336	.431	.424	.370	.369	1.000						
X2.2	.313	.314	.334	.358	.292	.232	.279	.364	.206	.227	.194	.357	.353	.322	.278	.421	1.000					
X2.3	.350	.201	.227	.308	.411	.257	.296	.281	.312	.279	.232	.345	.195	.231	.236	.407	.415	1.000				
X1.1	.227	.331	.265	.237	.300	.308	.309	.306	.292	.258	.260	.281	.427	.342	.394	.477	.321	.255	1.000			
X1.2	.292	.331	.238	.130	.190	.137	.249	.238	.238	.217	.221	.299	.305	.303	.245	.442	.144	.296	.442	1.000		
X1.3	.281	.300	.243	.143	.186	.170	.202	.187	.311	.143	.255	.328	.419	.341	.257	.420	.280	.344	.467	.631	1.000	

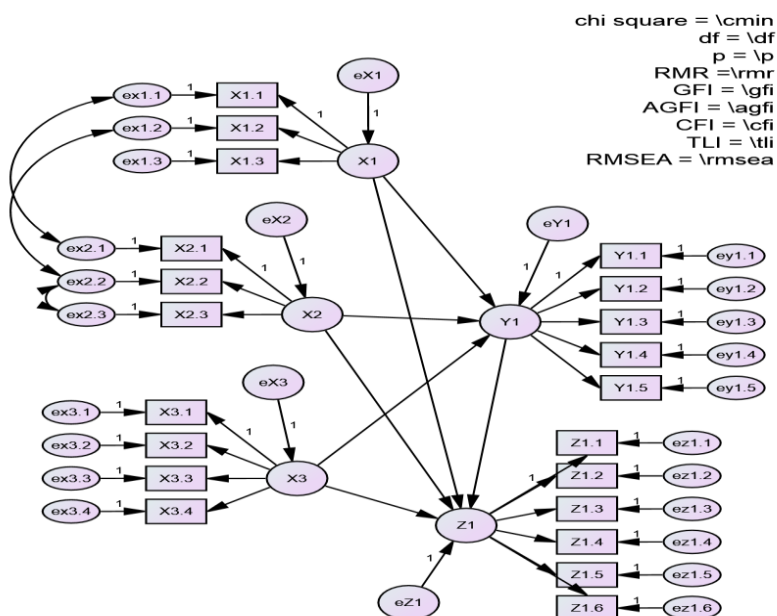
Condition number = 29.433

Eigenvalues

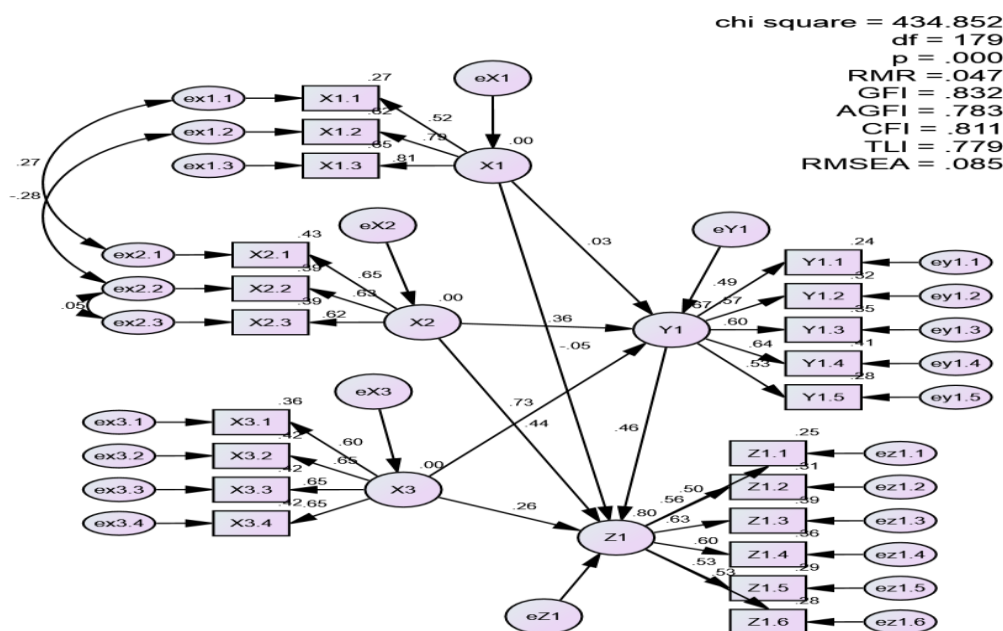
7.383 1.568 1.173 1.113 .978 .886 .827 .765 .713 .659 .625 .585 .535 .509 .476 .467 .433 .396 .356 .303 .251

V. Discussion

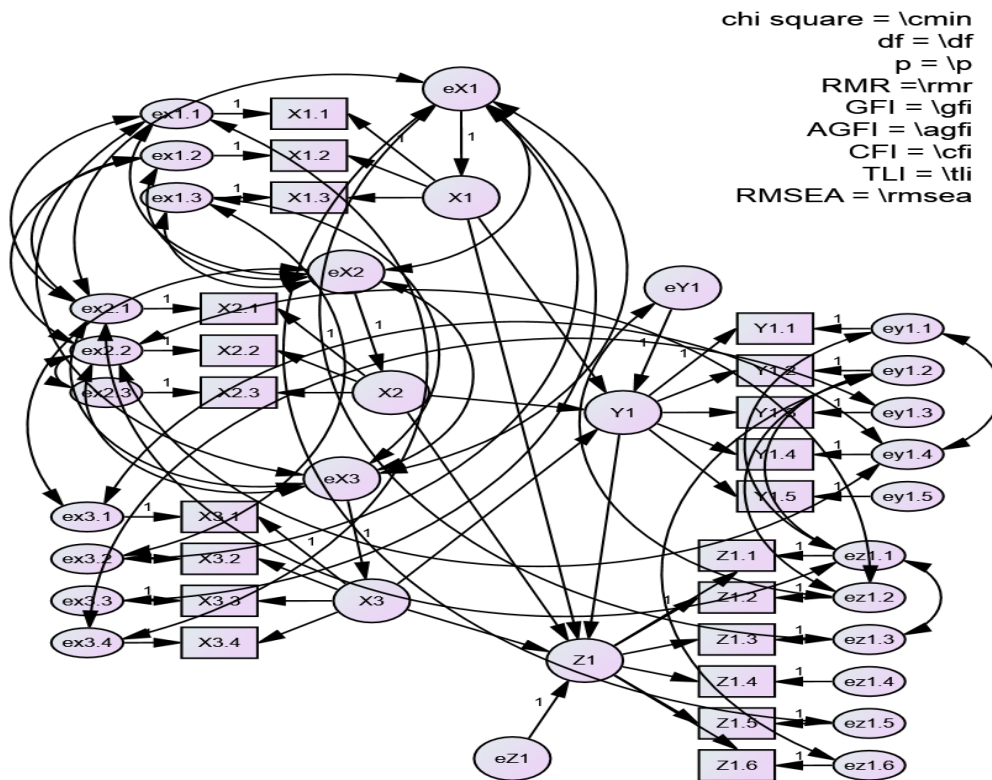
Structural model testing is used to test research hypotheses. The stages in structural model testing include structural model formation stages, structural model feasibility tests and tests of the significance of the influence of exogenous variables on endogenous variables. By referring to the hypothesis and model framework built in this research, the specifications of sem analysis model built are as follows:



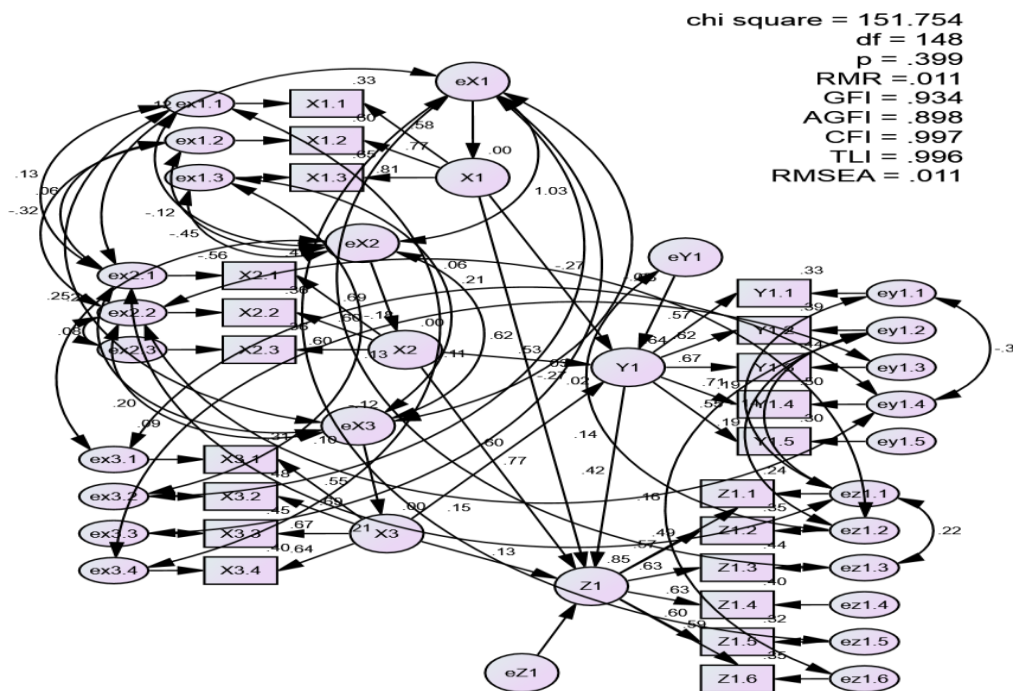
Structural model fit test in SEM analysis was done by looking at several criteria of Goodness of fit model such as Chi Square value, probability, df, GFI, AGFI, TLI, CFI RMSEA and RMR. In this study, the fulfillment of goodness of fit model will be focused on indicators of goodness of fit model in the form of probability value and Chi Square model. Probability values and insignificant Chi square models (probability > 0.05 and Chi Square < Chi Square (0.05, df model)) indicate that the SEM model estimated with the analyzed data has the same covariant matrix as the population covariant matrix so that it can certainly provide an idea of the actual population conditions.



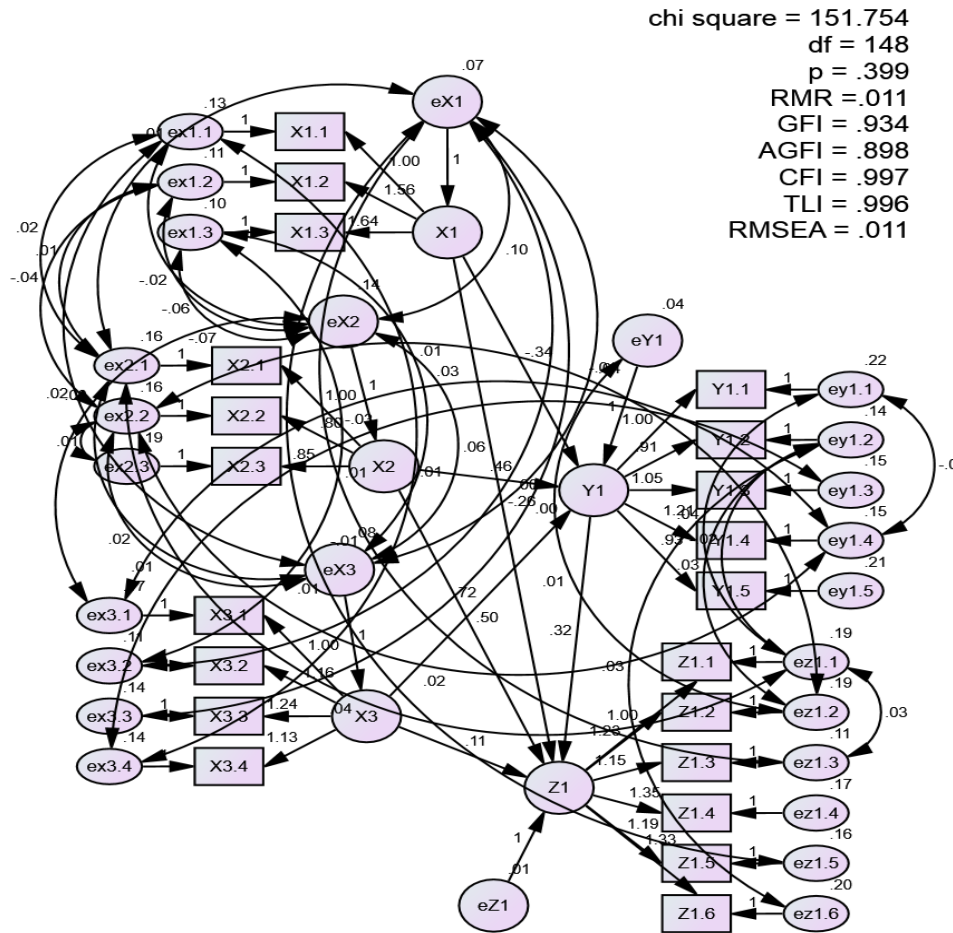
Based on the picture above, the modification of the model shows that the value of Chi square 434852 at DF 179 so P Value $0.00j0 < 0.05$, then the model is not fit with the data. So to solve this problem can use modifications with the addition of covariance between residuals of each indicator. Instructions for doing this using the modification indices table in appendix 4. Modification indices shows that in order for GOF to be good. So the modification is done by adding a relationship between residual variable exogenous, as described in Stage 2 below:



The diagram above shows the addition of covariance relationships between residual exogenous variables. The addition of such relationships as listed in the table in Appendix 4. The results of analysis based on Phase 2 (standardized) are as follows:



The results of analysis based on stage 2 (unstandardized) are as follows:



Based on the results of SEM analysis in the table above, obtained some results as follows:

1. P value influences talent management variable (X1) on significant job satisfaction (Y1) (p value = 0.009) with a cr of 3.036. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that talent management (X1) has a positive and significant effect on job satisfaction (Y1). This shows that the higher the talent owned by employees, the higher the level of job satisfaction, and vice versa.
2. The p value influence of work motivation variable (X2) on job satisfaction (Y1) is significant (p value = 0.007) with a cr marked positively of 3,053. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that work motivation (X2) has a positive and significant effect on job satisfaction (Y1). This shows that the higher the work motivation that employees have, the higher the level of job satisfaction, and vice versa.
3. P value influences knowledge management variable (X3) on significant job satisfaction (Y1) (p value = ***) with a positive cr of 5,630. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that knowledge management (X3) has a positive and significant effect on job satisfaction (Y1). This shows that the more knowledge that employees have, the higher the level of job satisfaction, and vice versa.
4. The p value of talent management variable influence (X1) on performance (Z1) is insignificant (p value = 0.172) with a cr marked positively of 1.365. Because the p value obtained > 0.05 and cr marked positive < 1.96 then Ho received and concluded that talent management (X1) has a positive but not significant effect on performance (Z1). This shows that the higher the talent owned by employees, the less influential the performance, and vice versa.
5. The p value influences the work motivation variable (X2) on performance (Z1) significantly (p value = 0.013) with a cr marked positive at 2,958. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that work motivation (X2) has a positive and significant

effect on performance (Z1). This shows that the higher the work motivation owned by employees, the higher the performance, and vice versa.

6. The p value of knowledge management variable influence (X3) on performance (Z1) is insignificant (p value = 0.241) with a cr marked positively of 0.796. Because the p value obtained > 0.05 and cr marked positive < 1.96 then Ho received and concluded that knowledge management (X3) has a positive but not significant effect on performance (Z1). This shows that the more knowledge that employees have, the less influence on their performance, and vice versa.
7. The p value influences the job satisfaction variable (Y1) on performance (Z1) significantly (p value = 0.011) with a cr marked positive at 2,944. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that job satisfaction (Y1) has a positive and significant effect on performance (Z1). This shows that the higher the job satisfaction owned by employees, the higher the performance, and vice versa.

While the direct and indirect tidak influence in this study, the job satisfaction variable (Y1) acts as an intervening variable that mediates the indirect influence of talent management variables (X1), work motivation (X2), and knowledge management (X3) on performance (Z1).

Direct and Indirect Influence

<i>Standardized Direct Effects (Group number 1 - Default model)</i>					
	X3	X2	X1	Y1	Z1
Y1	.603	.528	.268	.000	.000
Z1	.125	.766	.268	.415	.000
<i>Standardized Indirect Effects (Group number 1 - Default model)</i>					
	X3	X2	X1	Y1	Z1
Y1	.000	.000	.000	.000	.000
Z1	.251	.219	.111	.000	.000

Based on the test results above, the following results are obtained:

1. The direct influence of talent management variables (X1) on performance (Z1) was 0.268 (significant), while the indirect influence of talent management (X1) on performance (Z1) mediated by job satisfaction (Y1) was 0.111 (significant). Based on the test results, the amount of direct and indirect influence is significant which means that the talent management variable (X1) affects performance (Z1). High talent management is then followed by high employee job satisfaction can show high employee performance.
2. The direct influence of work motivation variables (X2) on performance (Z1) was 0.766 (significant), while the large indirect influence of work motivation (X2) on performance (Z1) mediated by job satisfaction (Y1) was 0.219 (significant). Based on these test results, the amount of direct and indirect influence is significant which means that the work motivation variable (X2) affects performance (Z1). High work motivation is then followed by high employee job satisfaction can show high employee performance.
3. The direct influence of knowledge management variables (X3) on performance (Z1) was 0.125 (significant), while the indirect influence of knowledge management (X3) on performance (Z1) mediated by job satisfaction (Y1) was 0.251 (significant). Based on these test results, the amount of direct and indirect influence is significant which means that knowledge management variables (X3) have an effect on performance (Z1). High knowledge management is then followed by high employee job satisfaction can show high employee performance.

Hypothetical testing with the aim of finding out the relationship between hypothesized variables and causality significance between the variables seen in the following table:

H	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Description
	Ekso-genes	Intervening	Endo-genes					
1	X1	-	Y1	0.009	0.268	-	0.268	Significant
2	X2	-	Y1	0.007	0.528	-	0.528	Significant

H	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Description
	Ekso- genes	Interven- ing	Endo- genes					
3	X3	-	Y1	***	0.603	-	0.603	Significant
4	X1	-	Z1	0.172	0.268	-	0.268	Insignificant
5	X2	-	Z1	0.013	0.766	-	0.766	Significant
6	X3	-	Z1	0.241	0.125	-	0.125	Insignificant
7	Y1	-	Z1	0.011	0.415	-	0.415	Significant
8	X1	Y1	Z1	0.0345	0.268	0.111	0.379	Significant
9	X2	Y1	Z1	0.0340	0.528	0.219	0.747	Significant
10	X3	Y1	Z1	0.0090	0.603	0.251	0.854	Significant

Hypothesis testing and coefficient values of direct and indirect influence pathways, showed that there were seven models of direct relationships or influences and three models of relationships or indirect influences produced are as follows:

1. Talent management (X1) has a p-value of $0.009 < 0.05$. Thus talent management (X1) has a positive and significant effect on job satisfaction (Y1). Therefore, the first hypothesis of this study was accepted with a confidence level of 95%
2. Work motivation (X2) has a p-value of $0.007 < 0.05$. Thus work motivation (X2) has a positive and significant effect on job satisfaction (Y1). Therefore, the second hypothesis of this study was accepted with a confidence level of 95%.
3. Knowledge management (X3) has a p-value of $0.000 < 0.05$. Thus knowledge management (X3) has a positive and significant effect on job satisfaction (Y1). Therefore, the third hypothesis of this study was accepted with a confidence level of 95%.
4. Talent management (X1) has a p-value of $0.172 > 0.05$. Thus talent management (X1) has a positive but insignificant effect on performance (Z1). Therefore, the fourth hypothesis of this study was rejected.
5. Work motivation (X2) has a p-value of $0.013 < 0.05$. Thus work motivation (X2) has a positive and significant effect on performance (Z1). Therefore, the fifth hypothesis of this study was accepted with a confidence level of 95%.
6. Knowledge management (X3) has a p-value of $0.241 > 0.05$. Thus knowledge management (X3) has a positive but insignificant effect on performance (Z1). Therefore, the sixth hypothesis of this study was rejected.
7. Job satisfaction (Y1) has a p-value of $0.011 < 0.05$. Thus job satisfaction (Y1) has a positive and significant effect on performance (Z1). Therefore, the hypothesis of the seven studies was accepted with a confidence level of 95%.
8. Talent management (X1) through job satisfaction (Y1) has a p-value of $0.0345 > 0.05$. Thus talent management (X1) through job satisfaction (Y1) has a positive and significant effect on performance (Z1). Therefore, the eighth hypothesis of this study was accepted with a confidence level of 95%.
9. Work motivation (X2) through job satisfaction (Y1) has a p-value of $0.0340 < 0.05$. Thus work motivation (X2) through job satisfaction (Y1) has a positive and significant effect on performance (Z1). Accordingly, the ninth hypothesis of this study was accepted with a 95% confidence level.
10. Knowledge management (X3) through job satisfaction (Y1) has a p-value of $0.0090 > 0.05$. Thus knowledge management (X3) through job satisfaction (Y1) has a positive and significant effect on performance (Z1). Therefore, the tenth hypothesis of this study was accepted with a confidence level of 95%.

Based on the results of data analysis in this study, the discussion of the results of this study combines theories, the results of previous research and empirical facts that occurred in the object studied, namely case studies on STMIK employees in makassar city to confirm the results of this research whether strengthening or rejecting the theory or the results of previous research or is the result of new findings. The feasibility test results of structural models designed and estimated in this study proved to be in accordance with the observation data.

Discussion on each variable both exogenous variables and endogenous variables in this study combines some empirical data analysis results from descriptive approach and multivariate analysis through structural equation modelling in order to occur synthesis process for improvement of the results of this research.

1. The Influence of Talent Management on Job Satisfaction

Talent management is a strategy of human resource management carried out by the organization to employees who have the talent to develop the organization and is carried out to anticipate and meet the organization's need for human resources related to the activities of attracting employees who have talent, selecting it, developing it and maintaining it. The goal is to get the right human resources with the right skills and abilities to be placed in the right position. While job satisfaction depends on the difference between what is obtained and what is expected by the individual. Thus one will be satisfied if there is no difference between hope and reality received. If what is obtained is greater than expected, then one will become more satisfied. On the contrary, if it turns out to be smaller than expected, then there will be dissatisfaction with the work. Based on the findings of this research it can be understood that the process of recruitment at the College of Informatics and Computer Management (STMIK) in Makassar is appropriate, in terms of procurement of employees is carried out through the process of recruitment of employees to get employees that are in accordance with the needs of the organization. The recruitment process is done by finding prospective employees who have talent that meets the requirements of knowledge, ability and expertise in accordance with the job position required by the organization.

The findings in this study along with the indicators used in accordance with the results of previous research that have been conducted by Rahman Amrullah Suwaidi (2018), partial and simultaneous hypothesis testing shows that attractive talent, developing talent, and maintaining talent have a significant influence on the job satisfaction of upn veteran education staff in East Java, it is necessary to arrange effective employee procurement, development planning and perfect learning, providing non-financial awards to improve the job satisfaction of education staff. Proper talent management can increase employee job satisfaction so as to reduce employee turnover. Similarly, research has been done by Irtamieh, et. al (2016) which revealed that the level of interest and implementation of talent management strategies, quality of service, and satisfaction have positive and significant results.

2. The Effect of Work Motivation on Job Satisfaction

Work motivation is the desire that arises in a person to carry out something related to his duties and responsibilities to achieve goals. While job satisfaction depends on the difference between what is obtained and what is expected by the individual. So work motivation is one of the factors that affect employee job satisfaction.

Creating job satisfaction is not easy because job satisfaction can be created if the variables that affect it include talent management, work motivation, and knowledge management can be well accommodated and accepted by all employees at the College of Informatics and Computer Management in Makassar City.

The results of descriptive statistics on work motivation and job satisfaction variables showed that respondents understood and understood what work motivation and job satisfaction meant. The indicator that has the highest average value for work motivation variables is (X2.2) the desire to establish a friendly and intimate inter-personal relationship (Need for affiliation), with an average value of 4.37. This illustrates that the desire to establish a friendly and intimate inter-personal relationship (Need for affiliation), is very important to do so that employees are motivated to work together in the organization. Furthermore, the indicator of second place that is good value is (X2.1) the need for high achievement will always want to look for achievements, want to always excel, love the competition, and like realistic challenges (Need for Achievement), with an average score of 4.23. Furthermore, the indicator that ranks third that is good value is (X2.3) the need for power, wanting to always have influence, effective, and respected (Need for Power), with an average value of 3.98.

While the indicator that has the highest average value for job satisfaction variables is (Y1.4) the opportunity to work with coworkers, with an average score of 4.20. This illustrates that the employees at the High School of Informatics and Computer Management in Makassar City basically want to be able to cooperate well in the process of completing their work in accordance with their respective fields of duty.

This finding is in accordance with the results of previous research that has been done by Muhammad Jamal Shah et al (2012) with the title "Job Satisfaction and Motivation of Teachers of Public Educational Institutions". The purpose of the research was to analyze the impact of rewards and awards, satisfaction with supervision and work outcomes on teacher job satisfaction and intrinsic motivation. The research population consists of two categories, namely teacher staff group and administrative staff group with 300 respondents. The results showed that rewarding and rewarding, supervision and work results partially affect satisfaction. Meanwhile, research conducted by Ida Ayu Brahmasari&AgusSuprayono (2008) proves that motivation has a

significant effect on job satisfaction. Looking at an employee's attitude, it will be known how a person's job satisfaction profile. An employee with high job satisfaction will show a positive attitude towards his work.

3. The Effect of Knowledge Management on Job Satisfaction

Knowledge management is the management of organizational knowledge in creating value and generating a sustainable competitive advantage by optimizing the process of creation, communication, and application of all knowledge needed in order to achieve goals. The role of knowledge management is very important in the life of the organization in order to improve the productivity and competence of employees. Knowledge management can improve skills and work motivation so as to encourage the creation of employee job satisfaction and improve the performance of individuals and organizations. Knowledge management is an organizational strategy to handle the knowledge possessed by human resources in an organization, ranging from creating knowledge, managing knowledge, sharing knowledge, and using knowledge in the decision-making process. While job satisfaction is a person's level of feeling after comparing the results / performance he feels with his expectations.

The results of descriptive statistics on knowledge management and job satisfaction variables showed that respondents understood and understood what knowledge management and job satisfaction meant. The indicator that has the highest average value for knowledge management variables is (X3.4) the process of knowledge availability to be used to make decisions in performing tasks, directions and routines (Knowledge Application), with an average value of 4.29. This illustrates that the availability of knowledge is very important for employees of the College of Informatics and Computer Management in Makassar city to be used in the decision making process. Furthermore, the second valuable indicator is (X3.2) the process of retrieving knowledge either tacit knowledge or explicit knowledge that has been owned by other parties (Knowledge Capture), with an average value of 4.23. Furthermore, the indicator that ranks third is good value is (X3.1) employee knowledge development from data, information or from previous knowledge synthesis (Knowledge Discovery), with an average value of 4.15. Furthermore the indicator that ranks fourth is good value is (X3.3) the process by which explicit knowledge is communicated to other individuals (Knowledge Sharing), with an average value of 4.14.

Based on the findings of this research, it can be understood that the process of employee knowledge development (Knowledge Discovery) at the High School of Informatics and Computer Management (STMIK) in Makassar has been running well, by providing opportunities for each employee to attend seminars, training, education, benchmarking, competency tests, and job rotation to improve their knowledge.

While the knowledge capture process at the High School of Informatics and Computer Management (STMIK) in Makassar has not gone well. The knowledge gained by employees after attending seminars, training, education, benchmarking, competency tests, and rotation of work, is still in the form of tacit knowledge and is not converted into explicit knowledge to be stored on the organization's knowledge base. Furthermore the process in which explicit knowledge is communicated to other individuals (Knowledge Sharing) at the College of Informatics and Computer Management (STMIK) in Makassar has been running well. In the implementation of tasks and jobs, employees have often exchanged information and knowledge in completing their work.

4. The Influence of Talent Management on Employee Performance

Talent management is a comprehensive and dynamic process to develop the highest potential human group in the organization through direct and integrated development, related to the activities of attracting employees who have talent, selecting it, developing it and maintaining it. While performance is an outcome achieved by workers in their work according to certain criteria that apply to a job. Performance or often referred to as job performance is the quality and quantity of an individual's work (output) in a particular activity and according to the size applicable to the work concerned. This measure is determined by the organization that is set as the target in one period.

This finding is in accordance with the results of previous research conducted by Nisa, et.al (2016) in "The Influence of Talent Management and Knowledge Management on Employee Performance (Study on PT Employees. PLN (Persero) distribution of East Java, Surabaya)". The study stated that partially tested talent management variables on employee performance showed insignificant influence. Knowledge management variables with employee performance variables also show partial insignificant influence. Whereas if both X variables are tested simultaneously shows the results of significant influence on employee performance. Similarly, the research that has been done by Luna-Arocas, R. and Morley, M.J. (2015) with the title "Talent management, talent mindset competency and job performance: the mediating role of job satisfaction", the result of his research is talent management has a positive and insignificant effect on the performance of employees working in the Provincial City of Valencia, Spain.

5. The Effect of Work Motivation on Employee Performance

Work motivation is the desire that arises in a person to carry out things (tasks and responsibilities) to achieve goals. Victor Vroom's theory of hope (Robbins, 2006:238) provides a statement about the relationship between motivation and performance, the statement as follows: "That an employee will be willing to make greater efforts if he believes that the effort will result in a good performance assessment, and that a good performance assessment will result in a raise and promotion, and all of it allows the concerned to achieve his personal goals". While performance or often referred to as job performance is the quality and quantity of an individual's work (output) in a particular activity and according to the size applicable to the work concerned.

Based on sem analysis, the effect of work motivation variable (X2) on performance (Z1) resulted in p value = 0.013 with cr marked positive at 2.958. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that work motivation (X2) has a positive and significant effect on performance (Z1). Testing this hypothesis shows that the need for achievement, the desire to establish an inter-personal relationship (Need for affiliation), and the need for power have a positive and significant effect on the performance of employees of the College of Informatics and Computer Management in Makassar City. Optimal employee performance can occur if employees are motivated in completing every task and responsibility they carry out, and vice versa. The dimension of work motivation values should be a concern and can be created harmoniously by the organization towards its employees. Because it can provide aspects of comfort and responsibility of employees' work to their duties, in addition to being able to foster positive work motivation for employees. This shows that the higher the work motivation owned by employees, the higher the performance, and vice versa. Therefore, it can be concluded that work motivation is one of the factors that affect employee performance.

6. The Influence of Knowledge Management on Employee Performance

Knowledge management is an organizational strategy to handle the knowledge possessed by human resources in an organization, ranging from creating knowledge, managing knowledge, sharing knowledge, and using knowledge in the decision-making process. Knowledge management is the management of organizational knowledge in creating value and generating a sustainable competitive advantage by optimizing the process of creation, communication, and application of all knowledge needed in order to achieve goals. The role of knowledge management is very important in the life of the organization in order to improve the productivity and competence of employees. Knowledge management can improve skills and work motivation so as to encourage the creation of employee job satisfaction and improve the performance of individuals and organizations. While performance or often referred to as job performance is the quality and quantity of an individual's work (output) in a particular activity and according to the size applicable to the work concerned

Based on sem analysis results, the influence of knowledge management variable (X3) on performance (Z1) resulted in p value = 0.241 with a cr marked positively of 0.796. Because the p value obtained > 0.05 and cr marked positive < 1.96 then Ho received and concluded that knowledge management (X3) has a positive but not significant effect on performance (Z1). Testing of this hypothesis shows that the development of employee knowledge (Knowledge Discovery), the process of knowledge capture, the process by which explicit knowledge is communicated to other individuals (Knowledge Sharing), and the process of knowledge availability (Knowledge Application) has not had a significant influence on the performance of employees of the College of Informatics and Computer Management in Makassar City. The knowledge owned by every employee both explicit knowledge and tacit knowledge has not been managed to the maximum by the organization. The application of knowledge management has not been used properly by the High School of Informatics and Computer Management in Makassar City to improve the performance of its employees, so it is necessary to properly manage knowledge management applications related to the objectives to be achieved, such as to improve employee performance and organizational performance. This indicates that the knowledge possessed by employees has a positive but insignificant effect on its performance. Therefore, it can be concluded that knowledge management is one of the factors that have a positive but insignificant effect on employee performance.

7. Effect of Job Satisfaction on Employee Performance

Job satisfaction depends on the difference between what is obtained and what the individual expects. Thus one will be satisfied if there is no difference between hope and reality received. If what is obtained is greater than expected, then one will become more satisfied. On the contrary, if it turns out to be smaller than expected, then there will be dissatisfaction with the work. Job satisfaction is a person's level of feeling after comparing the results/performance he/she feels with his expectations. While performance or often referred to as job performance is the quality and quantity of an individual's work (output) in a particular activity and according to the size applicable to the work concerned.

Based on sem analysis, the effect of job satisfaction variable (Y1) on performance (Z1) resulted in p value = 0.011 with a cr marked positive at 2.944. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that job satisfaction (Y1) has a positive and significant effect on performance (Z1). Testing this hypothesis shows that the rewards (pay), characteristics of the work itself (work It self), opportunities to progress (promotions), opportunities to work together (coworkers), and all aspects of working conditions have a positive and significant effect on the performance of employees of the College of Informatics and Computer Management in makassar City. Fulfillment of job satisfaction needs for employees need attention and must be done by the organization, this is to avoid unintended impacts that can harm employees that can ultimately harm the organization. In addition, job satisfaction factors can also affect the level of performance achievement results of each individual or employee. This shows that the higher the job satisfaction felt by employees, the better the performance, and vice versa. Therefore, it can be concluded that job satisfaction is one of the factors that affect employee performance.

8. The Influence of Talent Management on Employee Performance Through Job Satisfaction

Based on the test results that have been done by using sobel test to test the indirect influence of talent management variable (X1) on performance (Z1) through job satisfaction variable (Y1) resulted in p value = 0.0345 with cr marked positive of 2.1134. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that talent management (X1) has a positive and significant effect on performance (Z1) through job satisfaction (Y1). This shows that the higher the talent owned by employees, the higher the job satisfaction and of course the higher the performance, and vice versa. Therefore, it can be concluded that talent management is one of the factors that have a positive and significant effect on employee performance through job satisfaction.

Based on the findings of this study it can be understood that every indicator of job satisfaction variables, such as Salary (pay), Work It self, Promotions, Coworkers, and Working Conditions, has been running well at the College of Informatics and Computer Management (STMIK) in Makassar. This is in line with indicators on performance variables namely Quality, Productivity, Knowledge of work, Trustedness, Availability, and Freedom.

9. The Effect of Work Motivation on Employee Performance Through Job Satisfaction

Based on the test results that have been done by using sobel test to test the indirect influence of work motivation variable (X2) on performance (Z1) through job satisfaction variable (Y1) produces p value = 0.0340 with cr marked positive of 2.1194. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that work motivation (X2) has a positive and significant effect on performance (Z1) through job satisfaction (Y1). This shows that the higher the work motivation owned by employees, the more job satisfaction will be and of course the higher the performance, and vice versa. Therefore, it can be concluded that work motivation is one of the factors that have a positive and significant effect on employee performance through job satisfaction.

This finding is in accordance with the results of previous research conducted by Murti and Srimulyani (2013) on "The Influence of Motivation on Employee Performance with Variables of Job Satisfaction Mediation in PDAM Madiun". The results of this study found that motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and work satisfaction is a variable mediating between motivation and employee performance. So that it can be concluded that in order for the company to improve employee performance, not only the factors that shape work motivation, but also on the factors that make up job satisfaction. This research is also in line with research conducted by Suwardi and Utomo (2011) on the influence of Work Motivation, Job Satisfaction, and Organizational Commitment to Employee Performance which states that employees who have high motivation and job satisfaction will tend to have high performance towards the organization. Furthermore, Lidia Lusri and HotlanSiagian (2017) suggested that there is an indirect influence between work motivation on employee performance through job satisfaction

10. The Influence of Knowledge Management on Employee Performance Through Job Satisfaction

Based on the test results that have been done by using sobel test to test the indirect influence of knowledge management variable (X3) on performance (Z1) through job satisfaction variable (Y1) resulted in p value = 0.0090 with cr marked positive of 2.6087. Because the p value obtained < 0.05 and cr marked positive > 1.96 then Ho was rejected and it was concluded that knowledge management (X3) has a positive and significant effect on performance (Z1) through job satisfaction (Y1). This shows that the higher the knowledge possessed by employees, the higher the job satisfaction and of course the higher the performance, and vice versa. Therefore, it can be concluded that knowledge management is one of the factors that have a positive and significant effect on employee performance through job satisfaction. This finding is in accordance with the results of previous research conducted by Khanal& Poudel (2017), "Knowledge Management, Employee

Satisfaction and Performance: Empirical Evidence from Nepal". The results clearly show that the knowledge management process component has a significant relationship with job satisfaction and employee performance. Furthermore Rahman & Hasan (2017) in "Modeling Effects of KM and HRM Processes to the Organizational Performance and Employee's Job Satisfaction". The results showed significant positive effects of Knowledge Management and HRM practices on employee performance. The results of this study also revealed that employee loyalty to the organization depends on employee job satisfaction which is strongly influenced by the performance of the organization. The results also showed that job satisfaction is a significant mediation variable on the relationship of the influence of knowledge management practices and HRM on performance. Saeed (2016) in "The Impact of Job Satisfaction and Knowledge Sharing on Employee Performance". The results of this study show that there is a significant influence of job satisfaction and knowledge sharing on employee performance.

VI. Conclusions And Sugestions

Talent management with indicators that form gives a real meaning to employee job satisfaction at STMIK in Makassar City. Indicators applied in the form of employee search and selection process (recruitment), the process of retaining talented employees, and the process to develop employee talent (developing), give a real meaning to jobsatisfaction. Work motivation with indicators that make up these variables gives a meaningful meaning to job satisfaction. Indicators applied in the form of need for achievement, need for power, and desire to establish a relationship (Need for affiliation), make a real contribution in an effort to realize increased job satisfaction. Knowledge management with the indicators that make up it gives a real meaning to job satisfaction. Indicators applied are employee knowledge development (Knowledge Discovery), knowledge capture process, knowledge sharing process, and knowledge availability process for use (Knowledge Application), can contribute real and meaningful to job satisfaction.

Talent management is one of the factors that need to be one of the concerns in the acceptance, management and development of employees in a sustainable manner, because the placement and development of employees according to their talents will produce better employee job satisfaction and will certainly affect the improvement of employee performance at STMIK in Makassar City. Work motivation is also one of the factors that greatly affect employee job satisfaction, therefore in the management of employees need to be a serious concern in an effort to improve employee job satisfaction and improve employee performance

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