# The Effect Of Talent Management, Knowledge Management, And Effectiveness Of Training On Employee Performance (Study In Employee Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi)

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**Abstract:** *The purpose of this research is to analyze the effect of partial and simultaneous talent management, knowledge management, and training effectiveness on the performance of employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi. The method used is quantitative research with the research design used is survey research for descriptive and explanatory purposes. The population was 342 employees and non-probability sampling techniques were taken. The sample in this study was taken 10% of the total population, so the total sample was 34 employees. The data analysis technique used in this study is the multiple linear regression analysis. The results showed that the variables of talent management, knowledge management, and training effectiveness had a positive and partially significant effect on employee performance. This can be seen from the level of significance of the t-test conducted at p = 0.031 for talent management variables, p = 0.044 for knowledge management variables, and p = 0.013 for training effectiveness variables. Each of these independent variables has a value of p <0.05. So it can be said that ho was rejected and Ha was accepted. Simultaneously, talent management, knowledge management, and training effectiveness variables have a positive and significant effect on employee performance. This can be seen from the level of significance of the F test conducted at 0,000 <0.05.*
**Key Word:** *talent management, knowledge management, training effectiveness, performance of employeess*

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## I. Preliminary

The development of information technology is progressing along with the progress of the times. An organization can not be separated from the demands of technological progress. To achieve an organizational goal it is undeniable that the role of technology is needed. Therefore, human resources that are reliable, professional, and quality are needed in carrying out the organization's operations so that the organization can analyze and anticipate any changes that occur in the business climate by providing a responsive, precise, effective and efficient response. Human resources is a strategic factor in all lines of organizational activity as a determinant of policy direction and organizational performance in achieving expected goals. Moreover, in facing business competition in the current information technology era, the competition is more complex and the competition is more aggressive and massive, therefore every organization is required to have reliable, quality, and professional human resources in carrying out operational activities of the organization. Thus, an organization's goals can be achieved if employee performance activities can be maximized appropriately.

Performance activities carried out by employees are their responsibilities as an employee based on company performance standards. To achieve the performance goals of employees are required to have a good performance or good jobs that are run professionally both directly and indirectly that contribute to the company both in terms of stakeholders and the interests of employees themselves owned by the company. Employee performance activities will achieve maximum results if the individual employee has the talent management and knowledge management that support in carrying out performance activities. Besides employees also need to conduct training effectiveness to support their performance by following their area of responsibility in the company. Every employee is expected to explore and hone talent management, knowledge management, and training effectiveness so that company goals can be achieved to the maximum. So it can be said that every employee has a role in improving the company.

One of the factors that can improve the performance of every employee is individual factors. Where, the individual factors are sourced from the employees themselves such as talent management, knowledge management, and training effectiveness. Talent management is a series of processes to identify, develop, maintain and place the right person in the right place in a company. In addition to talent, science, education, and

training also need to be considered in preparing and improving employee performance as quality and competitive human resources. Increasingly intense competition on a massive and globalized basis encourages companies to continue to improve the performance of their employees so that what is the company's goals can be achieved

Knowledge has become very decisive, therefore its acquisition and utilization need to be managed properly in the context of improving employee performance. Knowledge management is a series of processes of creating, communicating and applying company knowledge as learning to improve employee and company performance. The process of developing employee talent cannot be separated from proper knowledge management. A Talent management system that is implemented in an integrated and harmony with knowledge management can improve employee performance. Not only talent management and knowledge management can support employee performance improvement. Training effectiveness for employees also needs to be done by companies to support the talent and knowledge capabilities of employees. Without training conducted by talent and knowledge employees will not be honed properly. Therefore, increasing the ability of human resources both from the aspect of knowledge and aspects of talent needs to be done continuously and continuously. As said by Morris and Lim (2006) that increasing knowledge can be done through education while increasing skills through training.

Judging from the rapid development of the business world will create competitiveness to seize a wider market share. For this reason, we need human resources who have optimal performance in carrying out business activities by providing a satisfying service for consumers. Given about providing services, of course, we often feel in everyday life, especially in using health facilities that one of them is a hospital.

At the beginning of its development, the hospital was an institution that functioned socially, but with the existence of a private hospital, it made the hospital more referring to as an industry engaged in the field of health services by managing based on the management of business entities. Hospitals as one of the service industries that provide services in the health sector experience very rapid development, so that there is a lot of competition in this industry. Along with that, there was a competition between fellow hospitals both government-owned hospitals and private-owned hospitals, all competing to attract consumers to use their services. To face the competition, reliable, quality and professional human resources are needed for the hospital in managing its operational activities so that the hospital's objectives can be achieved. Therefore, hospitals are required to improve the quality of their services. Quality is the core survival of an institution. Therefore all parties involved in managing the hospital must have an optimal performance to create professional work that has an impact on providing satisfying services for patients or consumers.

Regional Public Hospital is a health institution that is very important for the community because the institution is owned by the regional government which means it will be fully empowered and utilized for the benefit of public health. For this reason, employees who work at these institutions must be reliable, qualified and professional to create quality services. One of the Regional Public Hospital in Jambi province is Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi, where the staff consists of medical and paramedical personnel who are the main key in the implementation of health services for the community. Therefore, talent management and knowledge management are needed in providing services to the community. For the management of talents and knowledge to be sustainable, training effectiveness is needed to improve and develop the talents and knowledge of their employees.

The talent and knowledge possessed by medical and paramedical staff largely determine the ongoing process of health services in the hospital. Medical personnel and paramedics must be able to give suggestions to the objectives to be achieved, namely providing quality and affordable health services to the community. To carry out what is its responsibility, the talents and knowledge of the medical staff and the paramedics are needed to do a training organized by the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi has a vision and mission. Where the vision is a challenging image and hope about the future situation that contains the ideals and image that an organization or far-sighted wishes to realize, where and how an organization will be taken and work to remain existent, anticipatory, responsive, innovative and productive. While the mission is something that must be carried out and carried out by the organization so that its objectives can be implemented and succeeded optimally and by following the desired vision.

As a public institution, the existence of the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi must have good performance, organizational performance is fundamentally very much determined by individual performance. This demand does not seem excessive, considering that it is often found that government-owned hospitals do not prioritize service as a reflection of sub-optimal employee performance. This is a fact-based on observations not only by the author himself but also by the community who received health services from the hospital owned by the Kuala Tungkal Jambi regional government. Therefore, Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi to continue to improve itself by improving organizational performance through efforts to improve the performance of its employees both in terms of medical staff and paramedics. The performance of medical staff and paramedics that are not optimal will cause public distrust.

From observations made by the author so far there are still many medical and paramedical employees who have not honed and developed the talents and knowledge they have. This is because there are obstacles in managing their talents and knowledge by Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi. This can be seen, among other things, from the performance of medical staff and paramedics, although they have good talents and knowledge but they have not maximized them and applied them to the provision of health services to the community. On the other hand, the effectiveness of training to train talents and knowledge is also not maximized, so that employee performance in providing health services has not yet reached its maximum. Therefore it is necessary to improve the talent and knowledge of medical and paramedical staff with the effectiveness of training so that there is continuity in providing health services to the community so that employee performance can be achieved to the maximum.

Based on the problems of talent, knowledge, and effectiveness of the training, the writer is interested in wanting to research it. The purpose of this research is 1) to partially analyze the influence of talent management, knowledge management and effectiveness of training on the performance of employees of the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi. 2) to analyze the simultaneous influence of talent management, knowledge management and training effectiveness on the performance of employees of the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi.

## II. Theoretical Review

### 1. Talent Management

Investment in the form of talent management can produce quality workers and produce work with the high-quality performance so that it can be seen that there is a significant relationship between talent management and employee performance (Bethke-Langenegger, et al, 2011). Talent Management is an activity that systematically contributes to the development of potential talents. Talent management is expected to improve competitive advantage, organizational performance and maximize organizational productivity. In talent management, the analysis includes three processes, namely Input, Process, and Output (Kusumowardani and Suharnomo, 2016).

Furthermore, Pella and Afifah (2011) revealed talent management as strategic management to manage the flow of talent in a company that aims to ensure the availability of talent supply and align the right employees with the right job and time based on the company's strategic objectives and the priority of company activities or company business. Talent management theory expressed by Moczydlowska (2012) is that talent is a practical form of knowledge and actions taken by someone at work. n the context of talent, where creativity is the essence, this happens because many facts about the concept of talent are used in organizational management procedures. Talent cannot be measured and seen as being above average but is measured in terms that match expectations.

In general talent management is related to training in development strategies, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating, and maintaining talented employees through various initiatives (Groves, 2007). Companies that use talent management as one of their human resource management strategies try to make the best possible linking the search, engagement, selection, training, development, maintenance, promotion and transfer of employees to be related to the company's main business.

According to Muhyi, et al (2016) Talent management can be a comprehensive strategic approach to identifying, evaluating, developing and allocating talented human resources to help the activities of achieving the best performance and organization. The focus is on the importance of identifying optimal talents, by calculating the impact of investment on the company's ability to achieve strategic and operational goals that match or exceed expectations. Whereas Capelli (2009) argues that: talent management is concerned with finding the right person with the right skills for the right position. The greater awareness of companies about these talents, then today they are competing to get highly talented employees, both by searching from outside as well as from training and regeneration.

The measurement of talent management in this study uses the opinions expressed by Barkhuizen (2014) including the following:

1) *Talent acquisition,* namely the activity of finding, attracting, obtaining, evaluating, and recruiting prospective workers to fulfill the position/role that is needed now and in the future.
2) *Talent development,* which is developing talents who can contribute to the success and growth of the company.
3) *Talent retention,* the company's strategy to retain talents and to maintain that every talented employee has high loyalty to the company.

### 2. Knowledge Management

Knowledge management as each processor practice creates, acquires, captures, shares, and uses knowledge to improve learning and organizational performance (Scarborough et al in Armstrong, 2010).

According to Tiwana (in Tobing, 2007) knowledge management is the management of corporate knowledge in creating business value and generating sustainable competitive advantage by optimizing the process of creating, communicating, and applying all the conventions needed to achieve business goals. Whereas Darroch (in Mosconi and Roy, 2013) defines knowledge management as a function that forms, identifies and manages organizational knowledge for long-term profit.

According to Chidambranathan and Swarooprani (2015), management knowledge is how to explore the knowledge that exists in each individual whose value is different. Furthermore, Armstrong (2010) revealed that knowledge management is about getting knowledge from people who own it to those who need it to improve organizational effectiveness. A series of processes of creating, communicating and applying company knowledge as learning to improve employee and organizational performance are called knowledge management (Nisa, et al, 2016).

According to Bhat (2009), knowledge management has elements that are interrelated with one another including:

1) *People* are a very important role to contribute as producers of knowledge and disseminators of knowledge. Because the knowledge possessed by employees is very important in providing services to the community.
2) *The process* is also a matter related to the process of taking (capturing) the values of knowledge into a media and then distributed to every other individual for reuse. Where employees contribute, both a process in the running of training and training so that the process of developing knowledge management of an employee can run well.
3) *Technology* is the respondent's response and the third aspect which becomes a tool in supporting the people and process elements in increasing knowledge of the values of knowledge.

Knowledge management itself is nothing but the integration of people and processes, which is then made possible by technology, to facilitate the exchange of information, knowledge, and expertise to improve organizational performance. These three elements are the measurement indicators in this study. Whereas Honeycut (2001) four key business processes are where management knowledge is real and practical, That is: 1) product development and product or service development, 2) customer management and issues, 3) management employee development and 4) business planning and analysis.

### 3. Training Effectiveness

According to Priansa (2014) Training is a systematic and planned way to change or develop new knowledge, skills, attitudes that are in line with company needs. Training is a factor affecting employee performance in an organization. As stated by Kaswan (2011) that effective training can improve employee performance, improve employee morale, and boost organizational performance.

Bangun (2012) further explained that the benefits of training are improving work skills, and helping employees to have a greater sense of responsibility towards their work. Besides training, and with more skilled employees will reduce the use of costs on the job. Thus it will directly affect the increase in productivity.

Mangkunegara (2010) four criteria can be used as guidelines for measuring the effectiveness of training, that is:

a. Opinion Criteria, based on how the participants of the training regarding the training program that has been conducted. This can be expressed using a questionnaire regarding the implementation of the training. How do participants think about the material provided? Training Method used training situation.
b. Learning Criteria can be obtained using knowledge tests, skills test that measure the skills, and abilities of participants.
c. Behavioral Criteria can be obtained using work skills tests. The extent to which there were changes in participants before the training and after the training.
d. Outcome Criteria can be linked to results obtained such as reducing turnover, reduced absenteeism, increased productivity, increased sales, improved work quality, and production.

Several types of training methods according to Ivancevich & Konopaske (2013), that are:

a) *On the job training,* where participants are given real work and are shown how the work is done and how the tricks in doing work from the experience of employees and supervisors.
b) *The case method,* an outward technique is the case method, which uses written descriptions of cases in other companies and must take concrete decisions in the company.
c) *Role-playing* is a merging of the case method with an attitude development program.
d) *The in-basket technique,* where the participants were given material in the form of descriptions of what needed to be done which included specific manager's messages, reports, e-mails, memos, and telephone lists.
e) *Management games,* in a typical computer management game procedure, the team of players is asked to make a series of operating decisions.
f) *Behavior modeling,* this method is a development approach to improve interpersonal skills and is also known as interaction management or artificial models.

g) *The outdoor-oriented program,* is Case methods, games, modules, and role-play are popular methods that are commonly used in training methods, but currently, the development of increasingly popular training programs are outdoor training methods or based on real-life, as well as action-oriented training programs

The determinants of training effectiveness according to Ghosh, et al. (2011) & Bangun (2012), there are 5 determinants of the effectiveness of training which is also used as an indicator in this study, that are:

a) Clarity of trainers or trainers is a factor in establishing deeper connections in social skills as a required part of the trainer.
b) The place of the training program is a factor where the facilities or facilities are provided as well as the ambiance or atmosphere of a comfortable space from the place of the training program.
c) Practical application is a factor for employees to be familiar with applications that are carried out in the daily work of employees and increase the practical knowledge of the employee.
d) Communication of the trainer is a factor of training effectiveness with the aim that employees can have higher intellect, understand what is explained by the trainer or trainer, and be satisfied with the clarity of the trainer in responding to questions.
e) Training material is a means that can be used to convey the content or material of the training program. The selection of training materials must be by following the needs and objectives set by the company.

## 4. Employee Performance

Performance is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined through the strategic planning of an organization. According to Simanjuntak (2011) performance is the achievement of results on the implementation of certain tasks.

Prawirosentono (2012) revealed that performance is the work that can be achieved by a person or group of people in an organization, by following their respective authorities and responsibilities to achieve the objectives of the organization concerned legally, not violating the law and by following norms and ethics. Whereas Tash, et al (2016) employee performance is defined as the success of work by someone in an organization by taking responsibility for each authority to achieve together the objectives of the company's organization according to law, norms, and ethics.

Furthermore according to Moeheriono (2014) performance can be measured if an individual or group of employees already have criteria or standards of benchmarks set by the organization. So, if without the goals and targets set in the measurement, then the performance of a person or organization may not be known if there are no benchmarks for success. Whereas Turere (2013) mentions that 3 factors can improve performance, including the quality and ability of employees to inspect, supporting facilities, and supra facilities.

Robbins (2011) states that the way to measure employee performance can be seen through consideration of the following things: quantity, quality, and timeliness. These three things will become indicators of the measurement of performance variables in this study.

## 5. Hypotheses

The hypotheses in this research are as follows:

1) Ho : There is no effect of partial talent management, knowledge management, and training effectiveness on the performance employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi.
   Ha : There is an effect of partial talent management, knowledge management, and training effectiveness on the performance employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi.
2) Ho : There is no effect of simultaneous talent management, knowledge management and training effectiveness on the performance employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi.
   Ha : There is an effect of simultaneous talent management, knowledge management, and training effectiveness on the performance employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi.

## III. Research Methodology

This research uses quantitative research methods with the research design used is survey research for descriptive and explanatory purposes. The descriptive purpose is to describe the various characteristics of the observed phenomenon, for example in this study regarding talent management, knowledge management, training effectiveness and the performance of medical and paramedical employees. The explanative purpose is to explain the causal relationship between the variables involved in the study. For this research, the explanatory purpose is to explain the mechanism of influence of talent management, knowledge management and knowledge

effectiveness on employee performance consisting of medical and paramedics. Based on these descriptive and explanatory objectives, the empirical research model can be described in Figure 1 below:
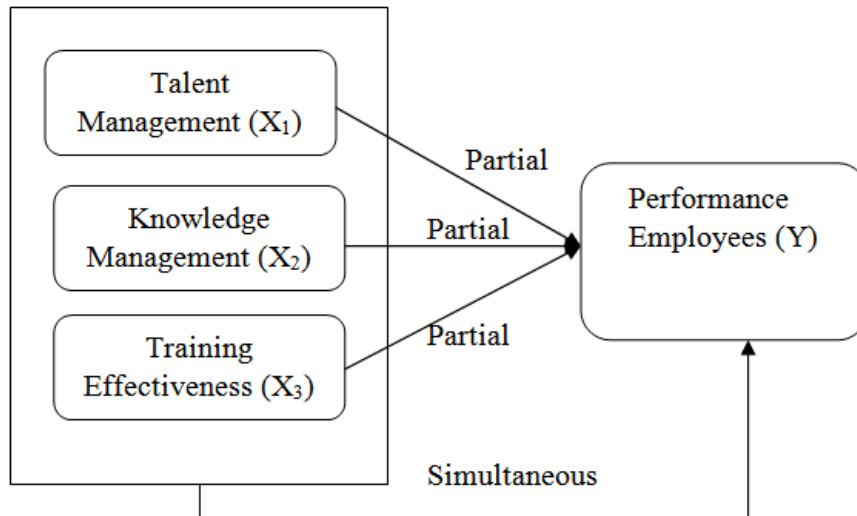


**Figure 1**
**Research Model**

The population in this study were all medical and paramedical employees at the Regional Public Hospital of K.H Daud Arif Kuala Tungkal Jambi with 342 employees. Considering that the unit of analysis is heterogeneous in terms of class, rank, position and tenure, occupation, education level, and income level, the sampling technique is done non-probability. The sample in this study was taken 10% of the total population, so the total sample was 34 employees. Measuring instruments used by distributing questionnaires to employees who were sampled with a range of Likert scale values. The data analysis technique used in this study is multiple linear regression analysis to calculate partial or simultaneous tests with the help of the SPSS version 23 computer program (Gozali, 2016).

## IV. Results And Discussion

To answer the objectives of this study, an examination of the influence of talent management, knowledge management, and training effectiveness has been carried out on employee performance at the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi either partially or simultaneously. The results of this study were calculated using multiple linear regression data analysis techniques which can be seen in Table 1 below:

**Table1**
**Multiple Linear Regression Analysis**
**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients |
|---|---|---|---|---|
| | | B | Std. Error | Beta |
| 1 | (Constant) | 8,080 | 4,639 | |
| | Tallent managemen X1 | ,388 | ,172 | ,437 |
| | Knowladge management X2 | ,186 | ,170 | ,189 |
| | Training Effectiveness X3 | ,339 | ,128 | ,350 |

The multiple linear regression analysis used in this study can be formulated $Y = \alpha + \beta1\ X1 + \beta2\ X2 + \beta3\ X3 + e$. Output analisis regresi linier berganda pada tabel 1 diperoleh persamaan $Y = 8,080 + 0,388X1 + 0,186\ X2 + 0,339\ X3 + e$. The output of multiple linear regression analysis in table 1 obtained the equation $Y = 8,080 + 0,388X1 + 0,186\ X2 + 0,339\ X3 + e$. From the regression model, the meaning of the multiple linear regression analysis model can be explained as follows:

1. A constant value of 8,080 means that if the independent variable, namely talent management (X1), knowledge management (X2), and training effectiveness (X3) is zero (0), then the dependent variable (Y) ie employee performance will have a fixed value of 8,080.
2. The regression coefficient of the talent management variable (X1), knowledge management (X2), and training effectiveness (X3) are positive. Each value of the independent variable is 0,388X1, 0,186 X2 and

0,339 X3 meaning that if the talent management variable (X1), knowledge management (X2), and training effectiveness (X3) has increased by 1 (one) unit while the other variables are considered constant, then the Y variable, namely employee performance will increase by 0,388 or 38,8% for the talent management variable (X1), 0,186 or 18,6% for the knowledge management variable (X2), and 0,339 or 33,9% for the variable training effectiveness (X3) (if positive, Variable X Increases and Variable Y increases)

To measure how far the model's ability to explain the dependent variables is used the coefficient of determination test ($R^2$). The coefficient value is zero up to one and is indicated by the adjusted $R^2$ value. In the following table 2 we will present the results of the coefficient of determination seen from R Square of the Summary model used:

**Table 2**
**Coefficient of determination ($R^2$).**

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | ,938[a] | ,879 | ,867 | 1,889 | ,879 | 72,790 | 3 | 30 | ,000 |

a. Predictors: (Constant), Training Effectiveness X3, Knowladge managementX2, Tallent managemenX1
b. Dependent Variable: Performance Employees Y

The results of testing the coefficient of determination in table 2, show that the R Square value of 0.879 which means that the magnitude of the contribution of independent variables namely talent management (X1), knowledge management (X2), and training effectiveness (X3) affect employee performance variables (Y) (0.879 x 100 = 87.9%), while the rest (100% - 87.9% = 12.1%) is influenced by other variables outside this study.
The next calculation to answer the first hypothesis of the research objectives is the influence of whether or not the variable of talent management, knowledge management and effectiveness of training partially on the performance of employees at the Regional Public Hospital of K.H Daud Arif Kuala Tungkal Jambi used the calculation of the hypothesis test which is seen from the magnitude of the t-test in table 3 below:

**Table 3**
**Partial Test (t-test).**

| Model | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|
| | | | Tolerance | VIF |
| 1    (Constant | 1,742 | ,092 | | |
| Tallent managemen X1 | 2,264 | ,031 | ,108 | 9,236 |
| Knowladge management X2 | 2,319 | ,044 | ,134 | 7,452 |
| Training Effectiveness X3 | 2,654 | ,013 | ,232 | 4,315 |

The t-test in table 3 shows partial calculations while answering the first objective of this study, which is to determine the effect of talent management, knowledge management and training effectiveness on employee performance at the Regional Public Hospital of K.H Daud Arif Kuala Tungkal Jambi. The results of this study indicate that the talent management variable (X1), influences employee performance. This can be seen from the t-test results obtained, where talent management (X1), has a positive direction of 2,264 which has a value greater than t-table of 1,697 with a significance value of 0,031<0,05, which means significant. Thus, talent management (X1), influences employee performance (Y). The next t-test results for knowledge management variables (X2),  has a positive value direction of 2,319 which has a value greater than t-table of 1,697 with a significance value of 0,044 <0,05 which means significant. Thus Knowledge management (X2), influences employee performance (Y). Likewise, for the training effectiveness variable (X3) the results obtained from the t-test have a positive value direction of 2.654 which has a value greater than t-table of 1,697 with a significance value of 0.013 <0,05, which means significant. Thus, training effectiveness (X3) influences employee performance (Y). So the first hypothesis is accepted or it can be said Ha is accepted and Ho is rejected where the three independent variables in this study affect the performance of employees.

Referring to the results of the first hypothesis shows that there is an influence of talent management variables (X1), knowledge management (X2),  and training effectiveness (X3) partially on the performance of employees in Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi. Where the talent management variables in this study were measured using 3 indicators including talent acquisition, talent development, and talent retention. These findings indicate that the talent management variable can predict employee performance variables. This fact shows that employee performance in the context of this study was caused by talent

management. This means that empirically, especially in Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi, employee performance is influenced by talent management. This is evidenced that almost every year there are no key employees who resign except due to retirement or transfer of work for those who are civil servants. Besides, the management of the Regional Public Hospital of K.H Daud Arif Kuala Tungkal Jambi shows that the effort to retain talented employees has been very well demonstrated by the attitude and sense of kinship among talented employees strengthened by gatherings with extended families as an effort to retain employees and the form of institutional concern for employees to keep surviving so that employees feel cared for and cared for. This is what will have an impact on the performance of employees in the Regional Public Hospital of K.H Daud Arif Kuala Tungkal Jambi environment.

Research findings that talent management (X1) has a positive effect on employee performance in line with previous studies conducted by Fatmasari (2017), Maya & Thamilselvan (2013), and Mensah (2014) also support the results of research that show the results that there is a strong relationship between talent management and employee performance which shows the results that talent management has a significant effect on employee performance.

The results of this study reinforce the theory of Venkateswaran (2012) which states that ideally talent management must be carried out together with four other important strategies that are basic needs and benefits for the company, namely talent management as a strategy for managing a series of plans, strategies to support corporate strategies, strategies for developing employees and strategies for retaining employees. Employees who have talent must be supported with knowledge so that it continues to grow and can be managed by an institution or company with an appropriate management system. Companies that implement talent management in an integrated and harmonious manner can significantly improve employee performance.

Knowledge management variables (X2) measured through three indicators namely people, process, and technology partially has a positive and significant effect on employee performance. So, Ha is accepted and Ho is rejected. This finding indicates that knowledge management variables can predict employee performance variables. This means that the higher the management of knowledge, the better the performance of employees and vice versa. This fact shows that knowledge management which is measured from three components namely people, process and technology alongside talent management is applied to be a solution in solving company problems, with the final result achieving the expected goals and vision. Knowledge management applied at the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi in its implementation is aimed at creating, capturing, transferring and accessing knowledge from the information when needed to make a better decision in the health sector.

Research findings that knowledge management (X2) has a positive effect on employee performance is in line with previous research conducted by Shofa (2013), Endriana (2014), and Warouw, et al. (2014) also supports the results of research that show the results that knowledge management has a significant effect on performance. Knowledge management brings benefits to the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi, which operates as management of knowledge in the field of health, to achieve the performance of the company in the effectiveness of the use of medical devices, the application of health science in treating and treating patients, surveillance system, an improvement on the scale of improving the quality of health services in the hospital.

The other side of the training effectiveness variable (X3) which is measured through five indicators including the clarity of the trainer or trainer, the training program location, practical application, trainer's communication, and training material, partially has a positive and significant effect on employee performance, so that Ha is accepted and Ho was refused. This finding indicates that the training effectiveness variable can predict employee performance variables. This means that the higher the effectiveness of the training, the higher the employee performance will be, and vice versa. This fact shows that if Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi can maintain or even increase the level of effectiveness of the training that is held, it will have a positive impact on employee performance that will affect all activities at the hospital because employees play a very important role in the smooth running of these activities. Training is also a fulfillment of the skills needs of health sector employees who influence patient demand in the internal and external environment. Planning and implementing an effective training program will provide benefits or good influence on the development of employees or the company so that time, cost and energy are not wasted. With an increase in employee performance, the hospital will fulfill the demand and provide the best service for customers or patients who use health services at the Regional Public Hospital of K.H Daud Arif Kuala Tungkal Jambi.

Research findings that training effectiveness (X3) positively influences employee performance in line with previous studies conducted by Pameilia and Sary (2019), Rustiana (2010), Hakam, Ningrum, Sunuharyo (2013) also support the results of research showing the results that the effectiveness of training which has been done so far has been effective in improving employee quality because it affects the level of employee performance after attending the training.

To answer the second hypothesis of the research objectives there is the influence of whether or not the variables of talent management, knowledge management and training effectiveness simultaneously on the performance of employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi used the hypothesis test calculation which is seen from the magnitude of the F test in table 4 below:

**Table 4**
**Simultaneous Test (F-tes)**
**ANOVAª**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 779,215 | 3 | 259,738 | 72,790 | ,000ᵇ |
| | Residual | 107,050 | 30 | 3,568 | | |
| | Total | 886,265 | 33 | | | |

a. Dependent Variable: Performance Employees Y
b. Predictors: (Constant), Training Effectiveness X3, Knowladge managementX2, Tallent managemenX1

The calculation results in table 4 compare the F count with the F table with a significant level of α = 0,05. It can be seen that the F count of 72,790 by comparing F table α = 0,05 with the numerator free degree 3 and the denominator degree 5, obtained an F table of 5,19. F count is greater than F table (72,790> 5,19) then Ho is rejected and Ha is accepted, meaning there is a significant influence between independent variables (x) that are talent management (X1), knowledge management (X2), and training effectiveness (X3) together- same with the dependent variable (Y), that is employee performance. Where employee performance variables are measured by indicators of quantity, quality, and timeliness.

It is undeniable that each independent variable in this study has a very close relationship in improving employee performance. This happens because, employees basically have talents with their respective expertise in this case employees who are experts in the medical and paramedical fields, it's just that there needs to support from qualified knowledge owned by employees to hone and train their talents. One way to hone and train the knowledge that is owned so that the talents of employees remain maintained and honed is to conduct effective training for employees in the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi.

## V. Conclusion

The results of calculations and discussions that have been analyzed in this study can be concluded that 1) t-test results obtained results that talent management, knowledge management, and training effectiveness have a partially significant effect on employee performance, and 2) F test results obtained results that talent management, knowledge management, and training effectiveness simultaneously have a significant effect on employee performance.

As for suggestions that can be given to the Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi and other parties that are 1) For Regional Public Hospital of K.H. Daud Arif Kuala Tungkal Jambi is expected to continue to improve the effectiveness of the application of talent management, knowledge management and training effectiveness in order to overcome the obstacles that exist in running the work activities of employees. 2) Other companies should be able to implement Talent Management, Knowledge Management, and training effectiveness together because the application of the three variables is mutually supportive and related to improve employee performance. 3) For further researchers who will examine the same topic, it is recommended to add variables in the research model and use the latest data so that the research results are up to date.

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