

The Effect of Knowledge Sharing and Talent Management on Employee Performance at the Headquarters of Bank Sumut Medan

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ABSTRACT

This study aims to assess the extent to which Knowledge Sharing and Talent Management influence employee performance at the Bank Sumut Medan Head Office. The sample for this study includes all employees at the Bank Sumut Medan Head Office, excluding executives, resulting in a total of 89 participants. The research utilized primary data, which was then analyzed using path analysis. The results reveal a positive and significant impact of Knowledge Sharing on employee performance. This indicates that more effective implementation of Knowledge Sharing can enhance employee performance at the Bank Sumut Medan Head Office. Additionally, there is a positive and significant effect of Talent Management on employee performance. This suggests that more effective Talent Management can improve employee performance at the Bank Sumut Medan Head Office. Furthermore, there is also a positive and significant influence of both Knowledge Sharing and Talent Management on performance. This shows that enhanced Knowledge Sharing, combined with effective Talent Management, can further improve employee performance at the Bank Sumut Medan Head Office.

Keywords: *Knowledge Sharing, Talent Management, Employee Performance.*

1. INTRODUCTION

In the contemporary organizational management landscape, effective utilization of knowledge sharing and talent management strategies is becoming increasingly important in improving employee performance. When financial institutions such as Bank Sumut in Medan seek to achieve competitive advantage, understanding the relationship between these variables becomes a necessity. Knowledge sharing, defined as the process by which individuals exchange information, ideas, and experiences, fosters an environment conducive to learning and innovation (Nonaka & Takeuchi, 2018). Simultaneously, talent management practices include the recruitment, development, and retention of skilled personnel, ensuring alignment between organizational goals and individual capabilities (Scullion & Collings, 2019).

The essence of these practices lies in their potential to have a significant impact on employee performance, which is an important metric in assessing organizational effectiveness. Empirical evidence shows that effective knowledge sharing fosters a culture of collaboration and continuous improvement, thereby increasing employee productivity and decision-making abilities (Alay & Leidner, 2020). Likewise, strategic talent management initiatives not only attract high-potential individuals but also develop their skills to meet evolving job demands, thereby contributing to sustainable organizational performance (Berger & Berger, 2019).

In the specific context of Bank Sumut Medan head office, understanding the dynamics of knowledge sharing and talent management offers unique insights in optimizing employee performance. The banking sector, characterized by its knowledge-intensive operations and high demand for specialized skills, underscores the relevance of these factors (Santos & Eisenhardt, 2018). By investigating how these elements influence each other and influence employee performance, this research aims to provide actionable recommendations that can improve operational efficiency and strategic results at Bank Sumut Medan.

Bearing these considerations in mind, this journal seeks to explore the complex relationship between knowledge sharing, talent management practices, and employee performance at Bank Sumut Medan head office. By utilizing a theoretical framework and empirical studies from current

literature, this research seeks to offer a comprehensive analysis that not only enriches academic discourse but also provides practical implications for organizational leaders and human resource practitioners in the banking sector.

1.1 Employee Performance

Employee performance is an important aspect of organizational success, influenced by various factors including knowledge sharing and talent management practices. Employee performance can be interpreted as the achievement of tasks and goals by individuals in an organization, which reflects their effectiveness and contribution to organizational goals (Adeyinka et al., 2018).

According to Adeyinka et al. (2018), employee performance is shaped by interactions and processes in the organizational environment, including the extent to which knowledge sharing is encouraged and facilitated. Knowledge sharing plays an important role in improving employee performance by encouraging learning, collaboration, and the dissemination of best practices (Bock et al., 2019). Additionally, effective talent management practices are integral in optimizing employee performance, as these practices involve recruiting, developing and retaining skilled individuals who can contribute significantly to organizational goals (Tariq et al., 2020).

In short, employee performance is multifaceted, influenced by organizational practices such as knowledge sharing and talent management. These practices not only enhance individual capabilities but also foster an environment conducive to achieving superior organizational results.

1.2 Knowledge Sharing

Knowledge sharing is an important process in organizations that involves the exchange, dissemination, and utilization of knowledge between individuals and groups (Jiang et al., 2018). It facilitates learning, innovation, and problem solving by allowing employees to leverage each other's expertise and experience (Alavi & Leidner, 2019). Knowledge sharing can take many forms, including explicit knowledge (codified and documented information) and tacit knowledge (personal insight and expertise), both of which are important for organizational success (Lin, 2019).

According to Jiang et al. (2018), knowledge sharing increases organizational effectiveness by reducing duplication of efforts, speeding up the decision-making process, and fostering a culture of continuous improvement. Effective knowledge sharing practices are characterized by open communication channels, a supportive organizational climate, and the use of technological platforms that facilitate information exchange (Wang & Noe, 2020). Additionally, organizations that encourage knowledge sharing often experience higher levels of employee engagement and satisfaction, as individuals feel valued and recognized for their contributions (Choi & Bae, 2020).

In short, knowledge sharing is critical to improving organizational performance by harnessing collective intelligence and fostering a collaborative work environment. This allows organizations to adapt to change more effectively and innovate in response to market dynamics.

1.3 Talent Management

Talent management refers to the strategic approach taken by organizations to attract, develop, retain, and utilize skilled individuals who can contribute effectively to achieving organizational goals (Scullion & Collings, 2018). This includes activities such as workforce planning, recruitment, selection, training, and performance management, all aimed at ensuring that the organization has the right talent in the right positions at the right time (Sparrow et al., 2019). Talent management goes beyond traditional HR practices by focusing on identifying high-potential employees, nurturing their skills through customized development programs, and aligning their career paths with organizational goals (Collings & Mellahi, 2020).

Organizational performance and competitiveness. By investing in talent development and succession planning, organizations can develop future leaders who have the skills and abilities necessary to drive innovation and growth (Farndale et al., 2020). Additionally, strategic talent management practices help foster a culture of continuous learning and improvement in organizations, where employees are motivated to excel and contribute their best efforts (Stahl et al., 2019).

In short, talent management is critical for organizations that want to optimize employee performance and achieve sustainable competitive advantage. By integrating talent management strategies with broader organizational goals, companies can cultivate a high-performing workforce capable of facing challenges and seizing opportunities in a dynamic business environment.

2. METHODS

The research location chosen by the author was the Medan Central Bank Sumut Head Office, for the reason of measuring time efficiency. A population is a collection of all measurements, objects, or individuals being studied. In a statistical context, population is not limited to a group/set of people, but refers to all sizes, numbers, or qualities that are the focus of attention in a study (McDermott, 2023). The population in this study were all employees who worked at the North Sumatra Bank head office, namely 804 employees.

According to Díaz & Cano (2022), the sample is part of the population to be studied. The sampling technique used was a sampling technique with certain considerations (purposive sampling). The criteria set by the author for sample selection are employees who work at the Head Office of Bank Sumut Medan Jl. Imam Bonjol and employees who have worked at Bank Sumut Medan Head Office for at least 3 years. The sample size was taken using a formula using the Slovin formula as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information:

n = minimum sample

N – population sample

e = percentage of tolerance limit (margin of error)

It is known that the number of employees at the Bank of North Sumatra Head Office in the year was = 804 people, so it can be calculated as follows:

$$\begin{aligned} n &= \frac{N}{1 + Ne^2} \\ n &= \frac{804}{1 + 804(0,1)^2} \\ n &= \frac{804}{9,04} \\ n &= 88.93 \end{aligned}$$

The sample size for this research is 88,93 and rounded up to 89 employees. The method used to collect data in this research was a questionnaire. Data collection was carried out by distributing questionnaires containing statements about knowledge sharing, talent management and employee performance to all respondents at Bank Sumut Medan Head Office. The purpose of this data collection is to obtain relevant answers regarding the influence of knowledge sharing and talent management on employee performance. Data analysis techniques used in this research include the classic assumption test, multiple linear regression, multiple correlation, t test, and F test.

The conceptual framework used in this research is based on the relationship between knowledge sharing, talent management, and employee performance. It is hoped that knowledge sharing will have a positive impact on employee performance by increasing the sharing and utilization of knowledge assets within the organization. Likewise, effective talent management practices are hypothesized to contribute positively to employee performance through the process of recruiting, developing, and retaining talented individuals who can significantly influence organizational outcomes. This research aims to provide insight into how strategic knowledge sharing management and talent management can improve employee performance at the PT Bank Sumut head office in Medan. To achieve these objectives, this research refers to the conceptual framework that has been established:

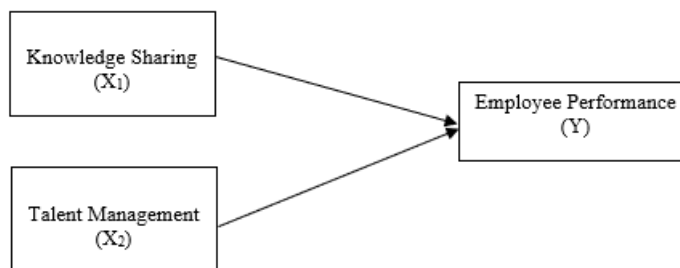


Figure 2.1 Conceptual Framework

The hypothesis proposed in this research is:

1. It is suspected that there is an influence of the knowledge sharing variable on employee performance at the Head Office of Bank Sumut Medan.
2. It is suspected that there is an influence of talent management variables on employee performance at Bank Sumut Medan Head Office.
3. It is suspected that there is an interplay between the knowledge sharing variable and the Talent Management variable on employee performance at the Head Office of Bank Sumut Medan.

3. RESULTS AND DISCUSSION

3.1 Results

3.1.1 Table T-test

Table 3.1. T-Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	10,387	3,613		2,875
	Knowledge Sharing	,462	.109	,474	,451
	Talent Management	,354	,098	,050	,547
a. Dependent Variable: Employee Performance					

Based on the test results in Table 6 above, it can be seen that: How to find *ttabel*: $df = n - kn =$ Number of respondents = 100 $k =$ number of variables used in research = 3 $df = n - k = 100 - 3 = 97$ (α) = 5% = 0.05, then *ttabel* = 1.98472

3.1.2 Simultaneous Significance Test (F-Test)

Table 3. 2. F Test Results

ANOVA ^a					
Model		Sum of Squares	df	Means Square	F
1	Regression	306.322	2	153,161	15,319
	Remainder	969,788	97	9,998	
	Total	1276.110	99		
A. Dependent Variable: Employee Performance					
B. Predictors: (Constant), Knowledge Sharing, Talent Management					

By comparing *Fstat* and *Ftabl*: *Ftabl*: $df\ 1 = k - 1 = 3 - 1 = 2$ $df\ 2 = n - k = 100 - 2 = 98$ (α) = 5% = 0.05 So, with $df\ 1 = 2$, $df\ 2 = 98$, and $\alpha = 0.05$, *Ftabl* is 3.09.

3.1.3 Coefficient of Determination

Table 3. 3. R-squared test results

Model Summary ^b					
Model	R	R square	Adjusted R Square	Std. Estimation Error	Durbin-Watson
1	0.690 ^a	,540	,724	3.16193	1,897
A. Predictors: (Constant), Knowledge Sharing, Talent Management					
B. Dependent Variable: Employee Performance					

The research results produced an Adjusted R-Square value of 0.724 which shows that Knowledge Sharing and Talent Management together contribute 72.4 % to employee performance. The remaining 27.6 % is influenced by other variables.

3.2 Discussion

This research reveals that Knowledge Sharing and Talent Management significantly influence employee performance at the North Sumatra Bank Head Office. This research supports the theory proposed by Tariq et al. (2021), which states that Knowledge Sharing and Talent Management are important strategies that can improve employee performance by strengthening individual involvement and development. Talent Management is considered a strategic approach to planning and supporting employee development, as well as increasing their contribution to the company. This research is also in line with findings by Purohit and Goel (2021), who emphasize that Talent Management and Knowledge Sharing are significant factors in improving employee performance. In addition, the results of this study confirm the opinion of Zhang et al. (2022) that Knowledge Sharing and Talent Management have a positive impact on employee performance, even though there are challenges in implementation such as managing project consistency, employee development that is not in accordance with the company's management system, and personal factors such as lack of trust in several aspects.

4. CONCLUSION

The results of the analysis show that there is a positive and significant influence between Knowledge Sharing and employee performance. This means that better implementation of Knowledge Sharing can improve employee performance at the North Sumatra Bank Head Office. Apart from that, there is a positive and significant influence between Talent Management and employee performance. This means that increasingly effective talent management can improve employee performance at the North Sumatra Bank Head Office. Apart from that, there is also a positive and significant influence between Knowledge Sharing and Talent Management on performance. This shows that increasing Knowledge Sharing accompanied by good talent management can improve employee performance at the North Sumatra Bank Head Office.

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