KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL COMMITMENT ON EMPLOYEES PERFORMANCE AT PT. BANK ACEH SYARIAH TAKENGON: A MODERATING EFFECT OF TALENT MANAGEMENT

a Em Yusuf Iis, bMuhammad Roni, cSulaiman

ABSTRACT

Purpose: This research examined the effect of knowledge management, organizational commitment, talent management on employee performance and examined the moderating effect of talent management.

Theoretical Framework: Knowledge Management argued that knowledge management focuses on tools and techniques that support organizations to organize and translate information into meaningful knowledge. Organizational commitment is a measure of employee compliance level with the organization that develops among employees through regular and timely participation in various activities in their roles or collective decision-making processes.

Method: The samples used were 120 employees at PT. Bank Aceh Syariah Takengon Branch. The analytical tool used was path analysis using the SEM (structural equation modeling) method using Amos.

Result: The results showed that knowledge management, organizational commitment, and talent management positively and significantly influenced employee performance. Talent management moderated knowledge management with employee performance in pseudo moderation and talent management mediated organizational commitment with employee performance in pseudo moderation.

Keywords: knowledge management, organizational commitment, talent management and employee performance.

Received: 28/08/2023
Accepted: 27/11/2023
DOI: https://doi.org/10.55908/sdgs.v11i12.1608
GESTÃO DO CONHECIMENTO E COMPROMISSO ORGANIZACIONAL COM O DESEMPENHO DOS TRABALHADORES NA PT. BANK ACEH SYARIAH TAKENGON: UM EFEITO MODERADOR DA GESTÃO DE TALENTOS

RESUMO

Finalidade: Esta pesquisa examinou o efeito da gestão do conhecimento, compromisso organizacional, gestão de talentos sobre o desempenho dos funcionários e examinou o efeito moderador da gestão de talentos.

Estrutura Teórica: A Gestão do Conhecimento argumentou que a gestão do conhecimento se concentra em ferramentas e técnicas que apoiam as organizações a organizar e traduzir informações em conhecimento significativo. Compromisso organizacional é uma medida do nível de conformidade do funcionário com a organização que se desenvolve entre os funcionários através da participação regular e oportuna em várias atividades em suas funções ou processos de tomada de decisão coletiva.

Método: As amostras utilizadas foram de 120 empregados na PT. Bank Aceh Syariah Takengon Branch A ferramenta analítica utilizada foi a análise de caminho usando o método SEM (modelagem de equações estruturais) usando Ams.

Resultado: Os resultados mostraram que o gerenciamento de conhecimento, o comprometimento organizacional e o gerenciamento de talentos influenciaram de forma positiva e significativa o desempenho dos funcionários. A gestão de talentos moderou a gestão do conhecimento com o desempenho dos funcionários em pseudo-moderação e a gestão de talentos mediou o compromisso organizacional com o desempenho dos funcionários em pseudo-moderação.

Palavras-chave: gestão do conhecimento, compromisso organizacional, gestão de talentos e desempenho dos funcionários.

1 INTRODUCTION

Human resources (HR) is the most important asset in the organization because HR is the subject of the implementation of organizational policies and operational activities of the organization. Undoubtedly, the search for a relationship between Human Resource Management and performance is claimed to sacrifice employee welfare. In addition, changing the nature and context of the work supports the case to focus more on well-being. What is needed is a different approach to Human Resource Management, which is more likely to improve employee well-being but can also offer alternative pathways to high performance. The purpose of this article is to organize and justify such an approach (Guest, 2017).

The trend towards globalization is a problem that must be faced and awaited by the Human Resources apparatus. Therefore, high professionalism must be met by every human resource. Human resource (HR) professionals use the term “strategic HRM” to
broadly denote their belief that effective HRM contributes to business efficiency. In short, it is provided by HR professionals who work closely with departmental managers and have a "seat at the table" when making business decisions. Many HRM scholars have a basic understanding of the meaning of strategic HRM. Although the meaning of strategic HRM has varied over time, in cultural contexts and as a reflection of the diverse disciplines of strategic HRM professionals, the area of assumptions in managing people in the workplace is reinforced by specialized research. Many activities take place as one system. Integrated HRM produces useful results if it is well planned and linked to the wider context (Jackson et al., 2014).

Many large organizations tend to have internal employees in very different volumes of markets, where each with different human resource policies and practices. In short, a one-size-fits-all problem arises for research assuming that organizations generally have human resource practices. To some extent, this practice may include careful selection based on best practice and the common use of goal setting, such as a part of performance management. However, the application to certain groups will differ in important aspects. It suggests that management is not concerned with the universal application of standard human resource policies and practices so that data collection for a particular company or organization will provide limited information. The much-discussed alternative focuses on key employees or employee categories that can be identified within and between companies or organizations (Guest, 2011).

Human resources are the main requirement to carry out all available activities in various areas of the organization in the company, and the success of the company is determined by the results of good employee performance that is resulted by maintaining professional human resources. Employee performance is a work result achieved by a worker in carrying out duties given by his superiors based on expertise, experience, dedication, and time (Hasibuan, 2013). Every company expects its employees to provide maximum performance as mandated by their superiors. Performance is a measure of work from time to time-based on a predetermined agreement between superiors and subordinates (Edison, 2016). Employee performance should be evaluated to analyze the success or failure of workers in carrying out organizational goals and as an understanding to encourage future productivity (Moeheriono, 2012). Employee performance is based on certain factors driven by the individual's ability to do a job, the level of effort expended, and organizational support (Koike, 2013).
In addition to employee performance, knowledge management needs to be considered. According to Bieńkowska & Ignacek-Kuźnicka, (2017), there are several opinions of experts who state that in the era of a knowledge-based economy, organizations need to move towards the concept of knowledge management. Rasmussen & Nielsen, (2011) argue that there is a need for a theoretical framework that integrates insights into the nature of knowledge and knowledge flow, learning and learning processes, organizational configuration, human resources and competencies, employer participation, and performance improvement in companies. Also, management concepts need to be refined to embrace and address relevant theoretical and practical insights of needs. One way that can help employees work optimally is by increasing knowledge or knowledge management properly. Knowledge management is the formalization and access to experience, knowledge, and expertise to create new capabilities that provide superior performance, encourage innovation, and increase customer value (Khan et al., 2012). This field contains an organizational goal and knowledge about products, customers, competitors, and the process of disseminating knowledge to people in the organization (Masomi et al. 2014). Zaied, (2012) stated that knowledge management is a process that helps organizations find, select, organize, disseminate and transfer important knowledge and skills needed for their activities. The results by Bieńkowska & Ignacek-Kuźnicka, (2017) showed that the application of knowledge management can become a trend without formal recognition. The relationship between knowledge management and employee performance as stated by Zargar & Rezaee, (2013); Alyoubi et al., (2018) that knowledge management had a positive and significant effect on employee performance.

In addition to knowledge management, organizational commitment also needs to be considered. According to Khalid et al., (2016), the state expects that the commercial banking system contributes to overall development but depends on the qualifications and competencies of employees of commercial bank institutions. Maintaining these resources is very important for higher-end commercial banks. However, commercial banks find it hard to retain competent and qualified employees in the face of competition from the industry. Newstrom (2011) explained that organizational commitment is the degree to which individuals are biased and want to remain active in the organization and have a strong belief in and acceptance of organizational values and goals and a willingness to do the best for the organization and have a strong desire to remain in the organization. High
commitment and involvement of HR specifically indicate that performance should be based on positive working relationships (Latorre et al., 2016). According to Sowmya & Panchanatham, (2011), in organizational commitment, banks depend on optimistic and affirmative commitment from employees. It shows a positive signal from employees expressing commitment and attachment to the organization. One of the relationships between organizational commitment and employee performance stated by Parveen, (2019) and Paramita et al., (2020) showed a significant relationship between organizational commitment and employee performance. The results of Sowmya & Panchanatham, (2011) found that bank employees were enthusiastic in reflecting their ongoing commitment in the work environment to provide maximum service to their customers. The organizational commitment of bank employees is also emphasized through their normative commitment to their organizational goals.

In addition, talent management also needs to be considered where one of the company's efforts to retain employees in the organization is to implement talent management (Berger & Berger, 2004). The company currently hopes to have a talent pool of employees and needs to retain the company's talent in the talent management strategy (Al-Oumi & Al-Doubi, 2021). Talent management can be defined as a systematic strategic effort designed by companies to use various human resource management practices such as recruiting and evaluating employees, learning and development, performance management, and compensation to attract, retain, develop and motivate employees (Ulrich et al., 2012).

Alias et al., (2014) also stated that talent management practices (management support, employee career development, rewards, and recognition) had a positive correlation with employee engagement. Mangusho et al., (2015) that with talent management practices such as job rotation, organizations can increase employee productivity, which influences achieving high employee performance. This research also predicted that talent management can directly affect employee performance if the company has planned employee career development and organizational advancement.

The management literature views the significant growth in talent management as a phenomenon that has attracted academic researchers in recent years (Morley et al., 2015). The academic literature in this rapidly growing field is well-matched, and some argued that these individuals were led from small to large, especially by a practitioner concerned with the effective management of these individuals for the strategic success of
the company, local or international, and public or private (Morley et al., 2015). This focus has taken many research paths under various labels, including talent management, global talent management, and intellectual capital management. Meanwhile, several theoretical lenses used to explain this have all been included. In the development of a more advanced and powerful theory, it serves to determine the boundaries of the phenomenon (Gelens et al., 2013). The underlying assumption is that “people, intellectual capital, and talent are seen as important components of strategic success regardless of competitive and economic conditions” (Garavan, 2012), and this success can be done from six different perspectives. Sparrow et al. (2011) defined four dominant perspectives as follows: “Key Perspectives” where talent management is seen as a categorization of people; “Key Practice Approach” where talent management includes the presence of key HR practices “Key Positioning Approach” where talent management involves identifying key positions; and finally, the “Key Strategic Core Approach” in which talent management focuses on internal talent pools and success planning activities.

The study by Mangusho et al., (2015) stated that job retention, such as competitive salary packages, can motivate Del Monte employees. This study determined that through talent management practices (job rotation), an organization can improve employee competencies that affect the achievement of high employee performance. This study also determined that talent management can directly affect employee performance by planning employees' career growth and organizational progress. Besides, Karuri & Nahashon, (2015), the results of their research show that talent management and components such as discovery, acceptance, development, and retention significantly affect employee performance. Furthermore, Irtaiyeh et al., (2016) stated that the level of importance and implementation of talent management strategies, service quality, and beneficiary satisfaction had positive and significant results. Then Nzewi et al., (2015) suggested a positive influence between talent management and employee performance. The study concluded that talent management is significantly related to employee performance.

The phenomenon in the field stated that the growth and development of Islamic banking in Aceh Province was not in line with the availability of Human Resources that have adequate Islamic competencies. Thus, the problem of Islamic banking in Aceh Province was the limited quality of Islamic Resources (SDI) indicated by the tendency of PT. Bank Aceh Syariah, wherein some aspects were still less Islamic, and many Islamic Resources have not been good yet in knowledge and experience in running Islamic bank
operations. This is because the understanding of employees at PT. Bank Aceh Syariah regarding sharia principles (Sharia Muamalah contracts, Sharia banking mechanisms, and Sharia banking operational systems) has not been fully implemented Kaffah because the bank has long operated previously as a conventional bank but has now completely changed to Islamic Bank. For Islamic banking as a business institution based on sharia values, qualifications and human resources require integration between knowledge management, organizational commitment, and employee performance. Emphasis on talent is believed to be a key success factor, which started from the idea that organizational excellence can only be achieved through professionals who have talent in creating a competitive advantage. People who work based on their talents will have better learning abilities, can achieve high achievements and great contributions to the company, especially at PT. Bank Aceh Syariah Takengon.

Based on the above background, the researchers were interested in conducting research entitled "Knowledge Management And Organizational Commitment On Employees Performance at PT. Bank Aceh Syariah Takengon: A Moderating Effect Of Talent Management".

2 THEORETICAL FRAMEWORK
2.1 KNOWLEDGE MANAGEMENT

Cummings (2015) argued that knowledge management focuses on tools and techniques that support organizations to organize and translate information into meaningful knowledge. Another opinion by Zaied, (2012) stated that knowledge management is a process that helps organizations to find, select, organize, disseminate, and transfer important information and expertise needed for activities. To get the maximum benefit from the knowledge and to know the knowledge that must be possessed, it should be through knowledge management. Knowledge management is a process that focuses on how it is organized to improve organizational performance.

The indicators of knowledge management consist of Creation or acquisition, Retention, Transfer or dissemination, and Implementation (Turner et al., 2012). Meanwhile, according to Lin & Kuo, (2007) and Kuo, (2011), the dimensions of knowledge management measures that can be used are knowledge acquisition, knowledge dissemination, knowledge interpretation, and knowledge development.
3 ORGANIZATIONAL COMMITMENT

According to Wadhwa & Verghese, (2015), organizational commitment is a measure of employee compliance level with the organization that develops among employees through regular and timely participation in various activities in their roles or collective decision-making processes. Rebecca (2013), organizational commitment is not only a way to connect employees with the goals of the organization but also as a way to create a sense of and acceptance of the goals set. Employees who are organizationally committed struggle to survive on behalf of the organization and to maintain its membership. Mathis & Jackson (2012) stated that organizational commitment is the degree to which an employee favors the organization and its goals and desires to maintain membership in the organization. Luthans (2011) explained that organizational commitment is the attitude of an employee who shows loyalty and is a continuous process of someone who expresses his concern for the success of the organization. Colquitt et al. (2011) stated that organizational commitment could affect whether an employee will remain a member or leave the organization to find another job. Committed and skilled employees will reduce the need for supervision and increase organizational effectiveness.

According to Robbins and Coulter (2012), three separate dimensions of organizational commitment, namely: 1) Affective commitment, emotional feelings for the organization, and belief in its values. 2) Continuance commitment, the perceived economic value of staying in an organization compared to leaving the organization, and 3) Normative commitment, the obligation to stay in the organization for moral or ethical reasons. Organizational commitment indicators refer to Affective Commitment, Continuing Commitment, Normative Commitment (Meyer & Allen, 1991).

4 TALENT MANAGEMENT

Rawashdeh, (2018) argued that organizations should use both proactive and reactive talent for an unstable business environment because the concept of talent management has been the subject of extensive discussion by management, practitioners, consultants, and academics since then. It combines the knowledge, skills, attitudes, values, competencies, and job preferences of employees (King, 2015). It can be in the form of implementing an integrated system or strategy designed to improve company performance by supporting better processes to attract, develop, retain, and optimize
employees with skills and competencies in line with current and future business needs (Iqbal et al., 2013).

According to Štefko & Sojka, (2014), talent management is a series of unique personal processes, functions, and activities. In this case, talent management is considered more or less the same as human resource management. Talent is seen as a substitute for HR. In general, this concept is closely related to the traditional definition of HRM, and thus talent management is mostly related to typical human resource management practices and activities.

Jackson and Schuler (1990), talent management refers to several indicators. Poorhosseinzadeh & Subramaniam, (2012), indicators for measuring talent consist of attracting talents, deploying talents, developing talents, retaining talents, and succession planning. According to Berger & Berger, (2004), Talent assessment as an indicator to measure talent management includes talent acquisition, talent activation, talent retention, talent development, and talent involvement.

5 EMPLOYEE PERFORMANCE

Bernardin and Russell (2013) stated that employee performance is a record/work activity achieved during a certain period. Furthermore, according to Robbins & Coulter (2012), employee performance is a good work record of quality and quantity achieved by a person to carry out tasks based on the responsibilities given. Akdon (2011) described employee performance as the extent to which a person has played a role in implementing organizational strategies in achieving certain goals with individual roles by demonstrating their competencies, which are declared relevant by the organization. Meanwhile, there are six indicators to measure employee performance mentioned by Robbin (2006), namely: quality, quantity, timeliness, effectiveness, independence, and work commitment.

Meanwhile, Bernardin and Russell (2013) stated that employee performance is a result of certain work/activities achieved over a certain period. The performance measures include output quality, output quantity, timeliness, effectiveness, supervision, and interpersonal influence. Employee performance refers to several indicators quantity of work, quality of work, punctuality, attendance, and ability to cooperate (Mathis & Jackson, 2012).
6 METHODOLOGY

This quantitative study research explained the causal relationship between variables through hypothesis testing (Bryman et al., 2008). The data analysis method used in this research was the Structural Equation Modeling (SEM) model (Rigdon, 1998; Hu & Bentler, 1999; Babin et al., 2008; Byrne, 2016). SEM is a set of statistical techniques that allow the simultaneous testing of a relatively complex set of relationships (Augusty, 2006; Byrne, 2016) because simultaneous models formed through more than one dependent variable at the same time act as independent variables for other tiered relationships.

According to Augusty (2006), seven steps must be taken when using Structural Equation Modeling (SEM). A complete SEM model consists of two main parts; Measurement and Structural Model (Hair et al., 2014). The Measurement Model is a measurement to confirm the indicators of a latent variable, while the structural model describes the causal relationship between two or more variables (Liu et al., 2019).

7 OPERATIONAL VARIABLES

1. Employee performance is the success level of an employee as a whole during a certain period in carrying out tasks compared to various possible work results, targets, or criteria that have been determined in advance. The measurement indicators are quantity of work, quality of work, punctuality, attendance, and ability to work together.

2. Talent management is a unique set of personal processes, functions, and activities that combine knowledge, skills, attitudes, values, and competencies towards their work. The measurement indicators are attracting talent, spreading talent, developing talent, retaining talent, and planning succession.

3. Knowledge management is a process that helps organizations to find, select, organize, disseminate, and transfer important information and skills needed to complete tasks. The measurement indicators are knowledge acquisition, retention, knowledge dissemination, application, knowledge development and knowledge interpretation.

To create a complete model, the following steps were performed as follows:

1. Theoretical Development.

2. Development of Flowcharts (Path Diagrams)
To see the influence relationship between variables, a Research Model Flowchart was formed as shown in Figure 1 below:

Figure 1. Research Model Flowchart

![Research Model Flowchart](image)

Source: Data Analysis (2021)

To identify the suitability and accuracy of the model is necessary to examine the model suitability through the path diagram in the full-model equation. The model suitability test was carried out on exogenous and endogenous variables combined into one complete path through variances or covariance matrices. In this model, there was one moderating variable and used a particular method to perform the analysis (Baron & Kenny, 1986; Preacher et al., 2007; Hair et al., 2014; Liu et al., 2019)

According to Byrne, (2016), in general, the model used to analyze the effect of interaction is moderated regression analysis (MRA), which is a linear regression specification that includes a third variable in the form of multiplication between two independent variables with a moderating variable. The easiest method to analyze moderating is the method developed by Ping (1995). The moderating effect tests were carried out in several ways, namely the full SEM model without interaction after being dropped and then interaction before and after modification.

8 RESULTS AND DISCUSSIONS

8.1 MEASUREMENT MODEL

8.1.1 Validity and Reliability Tests

This study described Confirmatory Factor Analysis (CFA), and validity tests were carried out on exogenous and endogenous constructs. The results showed that the Amos SEM output all CFA values were valid, except for the CFA KM3 value with a value of 0.279, the CFA KM6 value with a value of 0.405, and the CFA EP3 value with a value
of 0.465, which was invalid, namely the CFA value below 0.60. Invalid CFA indicator values must be discarded (Ghozali, 2013). The indicator is valid if the loading factor value for each item or the CFA indicator value is higher than 0.60 (Ghozali, 2013). After removing invalid indicators, the data can be processed as shown in Figure 1 as follows:

The results of the Construct Reliability and Variance Extracted tests can be seen in Table 1 as follows:

<table>
<thead>
<tr>
<th>Variables</th>
<th>Construct Reliability</th>
<th>Variance Extracted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cut Off Values</td>
<td>Values Obtained</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.7</td>
<td>0.813</td>
</tr>
<tr>
<td>Talent Management</td>
<td>0.7</td>
<td>0.840</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>0.7</td>
<td>0.835</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.7</td>
<td>0.753</td>
</tr>
</tbody>
</table>

Source: Amos-20 Output (2021)

8.2 STRUCTURAL MODEL

8.2.1 Full Interaction Model Before Modification

The full model analysis (Ping Model) by including moderating variables consists of several stages, namely:

1. Estimating without including interaction variables so that it only estimated the model with three exogenous variables (Knowledge Management (KM), Organizational Commitment (OC), and Talent Management (TM)) to predict the endogenous variable (Employee Performance (EP)).
2. The output of this model was used to calculate the loading factor value of each interaction of latent variable (λ interaction), and the error variance (θq) value of the indicator of each interaction of latent variable with the following formula:

\[
\text{Interaction 1} = (\lambda_{KM1} + \lambda_{KM2} + \lambda_{KM4} + \lambda_{KM5}) (\lambda_{TM1} + \lambda_{TM2} + \lambda_{TM3} + \lambda_{TM4} + \lambda_{TM5})
\]
\[
= (0.742 + 0.770 + 0.785 + 0.692) (0.666 + 0.704 + 0.755 + 0.722 + 0.730)
\]
\[
= (2.989) (3.577) = 10.691653.
\]

\[
\theta_{q1} = [(\lambda_{KM1} + \lambda_{KM2} + \lambda_{KM4} + \lambda_{KM5})^2 \text{VAR}(Knowledge Management)]
\]
\[
(\theta_{TM1} + \theta_{TM2} + \theta_{TM3} + \theta_{TM4} + \theta_{TM5}) + (\lambda_{TM1} + \lambda_{TM2} + \lambda_{TM3} + \lambda_{TM4} + \lambda_{TM5})^2 \text{VAR}(Talent Management) (\theta_{KM1} + \theta_{KM2} + \theta_{KM4} + \theta_{KM5}) + (\theta_{KM1} + \theta_{KM2} + \theta_{KM4} + \theta_{KM5}) (\theta_{TM1} + \theta_{TM2} + \theta_{TM3} + \theta_{TM4} + \theta_{TM5})
\]
\[
= (0.742 + 0.770 + 0.785 + 0.692) (0.666) (0.913 + 0.651 + 0.353 + 0.619 + 0.471) +
\]
\[
0.704 + 0.755 + 0.722 + 0.730)^2 (0.538) (0.444 + 0.459 + 0.407 + 0.434) +
\]
\[
(0.444 + 0.459 + 0.407 + 0.434) (0.913 + 0.651 + 0.353 + 0.619 + 0.471)
\]
\[
= (8.934) (0.666) (3.007) + (12.794) (0.538) (1.744) + (1.744) (3.007)
\]
\[
= (17.891) + (12.004) + (5.244) = 35.139.
\]

\[
\text{Interaction 2} = (\lambda_{OC1} + \lambda_{OC2} + \lambda_{OC3}) (\lambda_{TM1} + \lambda_{TM2} + \lambda_{TM3} + \lambda_{TM4} + \lambda_{TM5})
\]
\[
= (0.669 + 0.730 + 0.730) (0.666 + 0.704 + 0.755 + 0.722 + 0.730)
\]
\[
= (2.129) (3.577) = 7.615433.
\]

\[
\theta_{q2} = [(\lambda_{OC1} + \lambda_{OC2} + \lambda_{OC3})^2 \text{VAR(OrganizationCommitment)} (\theta_{TM1} + \theta_{TM2} + \theta_{TM3} + \theta_{TM4} + \theta_{TM5}) + (\lambda_{TM1} + \lambda_{TM2} + \lambda_{TM3} + \lambda_{TM4} + \lambda_{TM5})^2 \text{VAR(Talent Management)} (\theta_{OC1} + \theta_{OC2} + \theta_{OC3}) + (\theta_{OC1} + \theta_{OC2} + \theta_{OC3}) (\theta_{TM1} + \theta_{TM2} + \theta_{TM3} + \theta_{TM4} + \theta_{TM5})]
\]
\[
= (0.669 + 0.730 + 0.730)^2 (0.532) (0.913 + 0.651 + 0.353 + 0.619 + 0.471)
\]
\[
+ (0.666 + 0.704 + 0.755 + 0.722 + 0.730)^2 (0.538) (0.543 + 0.465 + 0.539) +
\]
\[
(0.543 + 0.465 + 0.539) (0.913 + 0.651 + 0.353 + 0.619 + 0.471).
\]
\[
= (4.532) (0.532) (3.007) + (12.794) (0.538) (1.547) + (1.547) (3.007)
\]
\[
= (7.249) + (10.648) + (4.651) = 22.548.
\]

Note:

\( \lambda_{KM} \) = Loading factor values of each knowledge management indicator
\( \lambda_{OC} \) = Loading factor values of each organizational commitment indicator
\( \lambda_{TM} \) = Loading factor values of each talent management indicator
\( \theta \) = error variance values of each indicator in the variable
1. Next, two new variables were created with the names moderating1 and moderating2. The results of the manual calculation of the interaction factor loading values and the error variance values were included in the full model with moderating variables, as shown in Figure 3.

![Figure 3. Full Model Interaction Before Modification](source)

Source: Amos-20 Output (2021)
After the feasibility test of the model, the probability value was still 5 marginal values, namely Probability with an analysis value of 0.000, GFI with an analysis value of 0.861, then AGFI with a value of 0.807, CFI with a value of 0.880, and TLI with a value of 0.851, which was still marginal. So, those five Goodness of Fit Indices should be modified.

In improving the goodness of fit values, modifications should be made by connecting the errors suggested by Amos in the modification index (Ghozali, 2013). To make modifications, the author followed the Amos SEM instructions by using the Modification Indices instructions as shown in Table 4 as follows:

<table>
<thead>
<tr>
<th>Table 4 Modification Indices</th>
<th>M.I.</th>
<th>Par Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>e11 --&gt; e10</td>
<td>15,742</td>
<td>0.516</td>
</tr>
<tr>
<td>e1 --&gt; Organizational Commitment</td>
<td>4,478</td>
<td>0.158</td>
</tr>
<tr>
<td>e15 --&gt; Talent Management</td>
<td>5,749</td>
<td>-0.099</td>
</tr>
<tr>
<td>e19 --&gt; error2</td>
<td>6,100</td>
<td>1.292</td>
</tr>
<tr>
<td>e19 --&gt; moderating2</td>
<td>5,920</td>
<td>3.668</td>
</tr>
<tr>
<td>e19 --&gt; e18</td>
<td>14,314</td>
<td>0.408</td>
</tr>
<tr>
<td>e13 --&gt; e10</td>
<td>5,365</td>
<td>-0.207</td>
</tr>
<tr>
<td>e13 --&gt; e11</td>
<td>6,842</td>
<td>-0.208</td>
</tr>
<tr>
<td>e13 --&gt; e15</td>
<td>5,270</td>
<td>-0.142</td>
</tr>
<tr>
<td>e4 --&gt; e11</td>
<td>4,615</td>
<td>0.164</td>
</tr>
<tr>
<td>e5 --&gt; Organizational Commitment</td>
<td>5,383</td>
<td>-0.146</td>
</tr>
</tbody>
</table>

Source: Amos-20 Output (2021)
8.2.2 Full Model of Interaction after Modification

Figure 4. Full Model of Interaction after Modification

Based on Figure 4 and Table 5, the model fits the data, although the AGFI value is still marginal. It concluded that the model has fit and supports the data. Furthermore, to see the influence of exogenous variables can be seen in the table below.

9 HYPOTHESIS TESTS

Table 6 The Effect of Exogenous Variables on Endogenous Variables

<table>
<thead>
<tr>
<th></th>
<th>Standardized Estimate</th>
<th>Unstandardized Estimate</th>
<th>S.E</th>
<th>C.R</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>Knowledge Management</td>
<td>0.408</td>
<td>0.402</td>
<td>0.125</td>
<td>3.216</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>Organizational Commitment</td>
<td>0.425</td>
<td>0.359</td>
<td>0.086</td>
<td>4.161</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>Talent Management</td>
<td>0.331</td>
<td>0.361</td>
<td>0.170</td>
<td>2.124</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>moderating1</td>
<td>0.009</td>
<td>0.007</td>
<td>0.002</td>
<td>2.860</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>moderating2</td>
<td>0.018</td>
<td>0.013</td>
<td>0.004</td>
<td>3.593</td>
</tr>
</tbody>
</table>

Source: Amos-20 Output (2021)
10 DISCUSSIONS

1. The influence of knowledge management on employee performance at PT. Bank Aceh Syariah Takengon

The results showed a significant influence between knowledge management and employee performance at PT. Bank Aceh Syariah, as shown in Table 6, where the probability value was lower than the error rate (alpha) = 0.05 from (0.001 < 0.05). The results accepted the first hypothesis stating that knowledge management had a positive and significant effect on employee performance. It showed that knowledge management at PT. Bank Aceh Syariah was good, and employee performance was increasing. These results strengthened the previous research conducted by Zargar & Rezaee, (2013); Alyoubi et al., (2018) that knowledge management had a positive and significant effect on employee performance.

2. The effect of organizational commitment on employee performance at PT. Bank Aceh Syariah Takengon

Based on the test results using SEM through the Amos program, organizational commitment influenced employee performance. The results of the analysis proved that the probability value generated from the model was 0.001 (<0.05). So, there was a significant effect of organizational commitment on employee performance. It indicated that the better the organizational commitment, the better the performance of employees at PT. Bank Aceh Syariah Takengon.

The results of this study were in line with research conducted by Parveen, (2019), Suharto et al., (2019), and Paramita et al., (2020). They stated that organizational commitment had a positive influence on employee performance. Based on the description above, this research accepted the second hypothesis that organizational commitment significantly influenced employee performance at PT. Bank Aceh Syariah Takengon.

3. The influence of talent management on employee performance at PT. Bank Aceh Syariah Takengon

The results of this study indicate that there is an influence between talent management on employee performance at PT. Bank Aceh Syariah Takengon Branch with the probability value lower than the error rate (alpha) = 0.05 of (0.034 < 0.05), thus it stated that talent management has a significant effect. The results accepted the third hypothesis that talent management positively and significantly influenced employee performance. It indicated that employee performance increase by giving talent to
employees. The results supported previous research conducted by Nzewi et al., (2015), which stated a positive influence between talent management and employee performance. This finding concludes that talent management is closely related to employee performance.

4. The Effect of Moderating Variable 1 on Employee Performance at PT. Bank Aceh Syariah Takengon

The H4 hypothesis proposed in this research was that talent management moderated the influence of knowledge management on employee performance. Based on the results of moderated regression analysis (MRA), knowledge management had a significant effect on employee performance with talent management as the moderating variable with the probability value lower than the error rate (alpha) = 0.05 of (0.004 < 0.05). Thus, talent management had implications for high performance.

5. The Effect of Moderating Variable 2 on Employee Performance at PT. Bank Aceh Syariah Takengon

The hypothesis H5 proposed was that talent management moderated the effect of organizational commitment on employee performance. Based on the results of moderated regression analysis (MRA), the organizational commitment significantly influenced employee performance with talent management as the moderating variable with the probability value lower than the error rate (alpha) = 0.05 of (0.001 < 0.05). Thus, it concluded that the formation of talent management had implications for high performance.

11 CONCLUSIONS

Based on the results of the data analysis above, this research has concluded the following points:

1. Knowledge management had a positive and significant effect on employee performance at PT. Bank Aceh Syariah Takengon Branch. These results have strengthened and increased the amount of scientific literature within the scope of management theory regarding the effect of knowledge management on employee performance.

2. Organizational commitment positively and significantly influenced employee performance at PT. Bank Aceh Syariah Takengon Branch. This result has strengthened and increased the amount of scientific literature in the scope of
management theory regarding the effect of organizational commitment on employee performance.

3. Talent management had a positive and significant effect on employee performance at PT. Bank Aceh Syariah Takengon Branch. This result has strengthened and increased the amount of scientific literature in the scope of management theory regarding the effect of talent management on employee performance.

4. Talent management significantly moderated the influence of knowledge management on employee performance at PT. Bank Aceh Syariah Takengon Branch in Pseudo moderation, which showed that the pseudo moderating variable interacted with the independent variable as well as being the independent variable. These results have strengthened and increased the amount of scientific literature related to management theory concerning talent management moderating the effect of knowledge management on employee performance.

5. Talent management moderated the effect of organizational commitment on employee performance at PT. Bank Aceh Syariah Takengon Branch (Pseudo Moderation). It indicated that the pseudo moderating variable interacted with the independent variable and also became the independent variable. These results have strengthened and increased the amount of scientific literature within the scope of management theory regarding talent management moderating the effect of organizational commitment on employee performance.

12 RESEARCH LIMITATIONS

Based on the results of the discussion, this research had two limitations as follows:

1. This research only used 1 sample of Islamic banks, namely PT. Bank Aceh Syariah Takengon Branch, and cannot provide a general description of the conditions and phenomena at PT. Bank Aceh Syariah in Aceh Province. It is suggested to the next researcher to take research samples of all employees at PT. Bank Aceh Syariah in Aceh Province to provide broader pictures and benefits.

2. This research did not examine the direct effect of the moderating variable on the dependent variable. The next researcher should examine the direct effect of the moderating variable on the dependent variable.
REFERENCES


