

# The Influence of Talent Management, Knowledge Management and Job Satisfaction on Employee Performance at PT Jasamarga Pandaan Tol

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## Abstract

This research is a quantitative research aimed at determining and demonstrating the influence of Talent Management, Knowledge Management, and Job Satisfaction on Employee Performance in PT Jasamarga Pandaan Tol. This research utilizes the Partial Least Squares (PLS) analysis technique with the assistance of SmartPLS 3.0 software. The analysis includes validity testing, reliability testing, R-square testing, and hypothesis testing. The population and sample used in this research consist of all employees of PT Jasamarga Pandaan Tol, totaling 119 respondents. The sampling technique employed in this research is total sampling, where all members of the population are included as participants. Data collection was conducted through interviews and the distribution of questionnaires via Google Forms. The results of the testing indicate that (1) talent management has a positive and significant partial effect on employee performance, (2) knowledge management has a positive and significant effect on employee performance, and (3) job satisfaction has a positive and significant effect on employee performance. The results of this research have both theoretical and practical implications. The information provided in this research aims to enhance understanding and knowledge in the field of human resource management. It also offers insights for companies as they consider and reflect upon addressing existing issues. The findings serve as valuable input for decision-making and reflection processes. Participation in this research aims to assist the company in addressing specific issues, particularly those related to talent management, knowledge management, and job satisfaction in relation to employee performance.

*Keywords:* Talent Management; Knowledge Management; Job Satisfaction; Employee Performance.

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## 1. Introduction

The current economic growth demands not only for companies to move faster but also to create a strong resource base. Human resources are a crucial factor in driving the success of a company. Human resources possess potential that needs to be managed effectively in order to yield maximum results and contribute to the progress of the company. However, it is often found that the capacity of human resources to align themselves with the expectations of managers and leaders is still weak. As performance is the end result of the process undertaken by employees to fulfill their job responsibilities, it plays a critical role. Employees who effectively complete their tasks and responsibilities in a timely and accurate manner will produce the best performance. On the other hand, employees who fail to fulfill their duties and obligations as required by the company will result in poor performance (Setia et al., 2022). Consequently, companies need to pay closer attention to employee performance for their future sustainability. To achieve success, companies require high-quality resources with expertise in the relevant fields they are engaged in (Anwar et al., 2013).

Employee performance, according to (Banuari et al., 2021) refers to the work outcomes that can be achieved by an individual or a group of individuals within an organization, in accordance with their authority and responsibilities, to legally and ethically accomplish the organization's goals in compliance with applicable laws, ethics, and norms. Employee performance can significantly impact the overall performance of the company. Therefore, human resource management must assess each employee and provide recommendations to employees within the company.

According to (Harmen & Darma, 2018) several factors can influence human resource performance, including individual factors, leadership factors, and situational factors. The first factor that affects employee performance is the

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individual factor, which includes talents and knowledge as one of the abilities individuals possess since birth. Therefore, the current goal of companies is not only to focus on improving employee performance by creating quality resources but also to create strategic designs to retain the potential of human resources. There are many things that companies can do to acquire and retain employees within the organization, and one of the forms is the implementation of *talent management and knowledge management*.

PT Jasamarga Pandaan Tol is a company engaged in the provision of toll road services, specifically the Gempol-Pandaan toll road. PT Jasamarga Pandaan Tol was formerly known as PT Margabumi Adhikarya and later changed its name to PT Jasamarga Pandaan Tol. It is a subsidiary of PT Jasamarga (Persero) Tbk and operates under the auspices of a state-owned enterprise (BUMN).

Based on the interview results, PT Jasamarga Pandaan Tol faces the challenge of inconsistent employee performance due to task reassignments. Employees are being assigned tasks that are outside their usual area of expertise, resulting in suboptimal performance. Communication also hinders employee performance, as informal communication among employees leads to suboptimal exchange of important information, particularly since many employees work outside the office. This can have a negative impact on employee performance. PT Jasamarga Pandaan Tol anticipates this by implementing training programs that are enthusiastically attended by employees. The purpose of these programs is to develop skills, cultivate talents, and enhance employee knowledge, thereby improving effectiveness in job performance. This enables employees to contribute more effectively to providing services and achieving the company's goals. Based on this phenomenon, it is observed through performance evaluation data that some employees still exhibit subpar performance.

Based on interview results and performance evaluation data of employees at PT Jasamarga Pandaan Tol, it is found that in the year 2019, there were 25 employees with (good) performance and 42 employees with (average) performance. In the year 2020, there were 44 employees with (good) performance and 57 employees with (average) performance. In the year 2021, there were 36 employees with (good) performance and 75 employees with (average) performance. Throughout the period of 2019-2021, the number of employees with (poor) performance remained at 31, although there was a decrease of 0.5% in 2020 and a decrease of 0.6% in 2021. These findings indicate that the discipline and awareness of employees in carrying out their duties are not optimal, resulting in a direct impact on the disrupted performance of other individuals. This proves that the company faces issues concerning the suboptimal performance of its employees. Therefore, it is crucial for the company to improve employee performance because the company's goals can only be achieved with the support of good employee performance.

Considering the importance of performance for companies, there are several factors that can influence performance, including job satisfaction. However, according to (Nisa, 2016) there are other factors that also affect performance. The first factor is individual factors, which include talent and knowledge possessed by each individual since birth. With *talent management* in place, it is expected that companies can effectively manage human resources throughout the entire process, starting from recruitment, job placement, training and development, performance evaluation, all the way to employee departure from the organization (Zakiah, 2020). This can assist employees in developing their careers and foster a desire to stay with the company for a longer duration. The organization's *knowledge management* efforts are expected to effectively manage and distribute knowledge to the right people in a timely manner, enabling employees to interact, share knowledge, and apply it to their work. The importance of knowledge as a primary resource and its role in fostering competitiveness emphasizes the need for knowledge to be accessible to every employee, enabling them to develop skills. Through the mastery of knowledge, employees can shape their careers.

*Talent management* is a concept that encompasses the planning, acquisition, and retention of employee talents to be placed according to the company's needs (Harmen & Darma, 2018). *Talent management* is an interconnected process. Talent is needed to achieve the company's vision, requiring alignment of employees with the necessary qualifications and optimization of employee performance (Aula, 2019). Employees who feel a sense of commitment to the company, when they feel appreciated, valued, and respected, will always demonstrate high enthusiasm towards their responsibilities and work (Karina & Ardana, 2020). In addition to *talent management*, *knowledge management* also plays an active role in preparing quality and competitive human resources. *Knowledge management* itself is a process of acquiring and harnessing information, data, insights, intuition, and experience for organizational progress (Harmen & Darma, 2018). The extensive knowledge mastery of employees assists the company in achieving its goals. Knowledge can be reflected as the cognitive capability of an employee, in terms of their ability to recognize, delve into, comprehend, and perform their tasks. Therefore, an employee's knowledge can be prepared through formal or non-formal education (Gadang & Sumartik, 2023). Companies need to foster a culture of knowledge sharing and effective utilization and management of knowledge to enhance knowledge management. Because high-quality

employees with extensive knowledge significantly influence the improvement of their own performance and the overall achievement of the company's goals (Wilujeng et al., 2020). According to (Darmayanto, 2018) states that employee performance will reach its maximum potential when supported by the knowledge they possess. Each employee is expected to continually enhance their knowledge and not be limited to existing systems. As (Darmayanto, 2018) suggests, the current business environment is influenced by the knowledge era.

Job satisfaction is one of the assessments in work, indicating the extent to which employees overall satisfy their needs in completing their tasks (Adha et al., 2019). Job satisfaction is one of the assessments in work, indicating the extent to which employees overall satisfy their needs in completing their tasks (Gofur, 2018). Dissatisfaction serves as the starting point for organizational problems, such as absenteeism, conflicts among administrators, and staff unrest. Therefore, it is important for companies to pay attention to employee satisfaction, as employee satisfaction is associated with productivity, employee performance, and dissatisfaction often linked to high job demands and complaints (Sausan et al., 2021). Several studies have concluded that job satisfaction has an impact on employee performance, as higher levels of job satisfaction correspond to higher levels of employee performance (Setia et al., 2022).

Referring to the above description, a *research gap* is identified from the research conducted by (Putri & Firdaus, 2022) which connects *talent management* with performance. This gap is further developed by the researcher by incorporating the variable of *job satisfaction*. While both studies focus on *government employees*, and Firdaus, 2022, specifically examine employees in government agencies, whereas this research focuses on employees of a state-owned enterprise in the *Jasamarga* sector, where there are differences in the *talent management* systems between the two institutions, including *nonprofit and profit-oriented* approaches. Therefore, the researcher is interested in investigating and examining the influence of *Talent Management, Knowledge Management, and Job Satisfaction on Employee Performance*, aligning with the SDG's (Sustainable Development Goals) category point 8, which emphasizes decent work and economic growth.

## 2. Literature Review

### 2.1 Talent Management

*Talent management* is a mechanism implemented by companies to plan, acquire, and retain employee talents to be placed according to the company's needs (Harmen & Darma, 2018). According to (Banuari et al., 2021) argue that talent management is a company procedure that involves analyzing, identifying, selecting, training, developing, motivating, and retaining performance based on employee potential. According to (Zakiyah, 2020) a good company is one that has established and implemented a vision and mission embraced by a talented workforce working collaboratively and harmoniously. The importance of implementing *talent management* lies in the benefit it provides, ensuring that the company has access to employees who reach their full potential and enhancing performance within the organization (Harmen & Darma, 2018). Previous research conducted by (Wilujeng et al., 2020), (Putri & Firdaus, 2022), (Ilham Safar et al., 2022), (Novitasari, 2019) indicates a positive influence of *talent management* on employee performance. The development of talent within the organization enables employees to enhance and apply their individual talents, thereby improving performance. Conversely, the findings of (Wahyuni, 2019) show that *talent management* does not have a significant positive impact on *employee performance*.

The indicators of talent management refer to the theory proposed by (Savitri & Suherman, 2018) namely: (1) *Sourcing*, It is a disciplined process of talent acquisition that focuses on recruitment and talent identification to fulfill specific positions within an organization. (2) *Aligning*, It is the process of integrating new employees with the goals and strategic plans of the organization. (3) *Learn & Develop*, It is the process by which employees learn and develop skills in order to achieve a planned career within the organization. (4) *Reward*, It is the result of formulating and implementing strategies and policies aimed at providing fair, consistent, and value-aligned rewards to employees in the eyes of the organization, taking into account the unique worth of each individual employee.

### 2.2 Knowledge Management

*Knowledge management* is the process through which a company manages the knowledge it possesses and creates new knowledge that can be utilized and shared among all employees to achieve the company's goals and gain a competitive advantage (Setia et al., 2022). According to (Adzima & Sjahrudin, 2019) argue that *knowledge management* is the process and activities employed by a company to identify, create, explain, and apply knowledge in order to be reused, known, and learned for the purpose of achieving the company's vision and mission. One of the factors related to the improvement of human resources performance is related to knowledge management, as several

previous studies have shown that *knowledge management* can enhance *employee performance* (Ferdian & Devita, 2020). Research presented by (Adzima & Sjahruddin, 2019), (Wilujeng et al., 2020), and (Ferdian & Devita, 2020) demonstrated positive effects of *knowledge management* on employee performance. However, a research by (Ersa, 2021) showed that *knowledge management* does not have an impact on *employee performance*.

The indicators of *knowledge management* refer to the theory proposed by (Zakiyah, 2020), namely: (1) Acquiring knowledge, which involves obtaining, searching for new knowledge, and creating new knowledge from existing knowledge through collaboration between business alliances and individuals. (2) Organizing knowledge, which refers to the activities of adding organizational value to the information or knowledge acquired by filtering, categorizing, codifying, integrating, and indexing. (3) Applying knowledge, which involves the use of employees' knowledge to solve organizational problems or challenges, minimizing errors and improving efficiency.

### 2.3 Job Satisfaction

Job satisfaction, as stated by (Setia et al., 2022) refers to the emotional state of employees in relation to their work. Employees who are dissatisfied with their job will not attain psychological maturity and will experience disappointment as a result. Job satisfaction is not only observed during the performance of work but also relates to several aspects such as interaction with colleagues, superiors, adherence to regulations, and the work environment. According to (Adha et al., 2019) argue that job satisfaction is a way for employees to experience the work produced based on their attitude towards their job. If a company achieves good performance results, it can be said that the company pays full attention to employee satisfaction. Job satisfaction serves as a key driver of morale, discipline, and employee performance in achieving organizational goals. Previous research, as found in the studies by (Adha et al., 2019) and (Sausan et al., 2021) has shown that job satisfaction is able to enhance performance. Conversely, a research by (Jufrizen & Sitorus, 2021) yielded different results, suggesting that job satisfaction has a positive but insignificant impact on employee performance.

The indicators of job satisfaction refer to the theory proposed by (Setia et al., 2022), namely: (1) Salary: Refers to the payment provided to employees based on the duration of their working hours. (2) Colleagues: Refers to fellow employees who are competent and mutually supportive in their respective work. (3) Job Leadership: Refers to superiors who are directly involved in the work to influence others to cooperate based on their ability to guide others in achieving organizational goals. (4) Career Promotion Opportunities: Refers to opportunities for internal transfers within the organization from one position to another, involving promotions or wage increases. (5) Work Environment: Refers to all factors surrounding employees that can influence their job performance.

### 2.4 Employee Performance

Employee Performance, as proposed by (Banuari et al., 2021) refers to the work outcomes achieved by an employee or a group of employees within a company, in line with their respective tasks and responsibilities, to legally accomplish a company's objectives. Another perspective presented by (Jufrizen & Sitorus, 2021) states that employee performance is a measure used to compare the results of task execution and responsibilities assigned by the company during a specific period, used to evaluate job performance and company performance. Employee performance is crucial for the progress of a company and the achievement of its goals. It can have a significant impact on the overall performance of the organization. According to (Syardiansah et al., 2021) performance represents the successful accomplishment of job tasks based on job requirements. Each job has specific requirements to achieve the company's goals, which can be referred to as job standards.

Indicators of employee performance refer to the theory proposed by (Siregar & Pasaribu, 2022) which are as follows: (1) Job Quality: Refers to the neatness, precision, and the relevance of the work results, disregarding the volume of work. (2) Job Quantity: Refers to the quantity of work produced under normal conditions. (3) Dependability: Refers to the ability of employees to perform their tasks according to instructions, showing initiative, diligence, and caution in their work. (4) Attitude: Refers to the behavior exhibited towards other employees, the company, and the job in a cooperative manner.

## 3. Research Method

This research utilizes a quantitative method. The population of this research is all employees of PT Jasamarga Pandaan Tol, totaling 119 employees. Total sampling technique is employed, resulting in a sample size of 119 employees as respondents. Several data collection techniques are used, including interviews and questionnaires, utilizing various data sources. Data collection is conducted by distributing questionnaires via *Google Forms* to

selected employees as an effort to gather data. The *Likert scale* is employed to measure opinions, behaviors, and responses of individuals or groups regarding social phenomena. The scale ranges from 1 to 5 (Rahmadina & Nur, 2022)

The data analysis technique used in this research is the *Partial Least Squares* (PLS) method with *SmartPLS 3.0 software*. The analysis includes validity testing, reliability testing, *R-square testing*, and hypothesis testing for each variable in this research.

This Research was conducted at PT Jasamarga Pandaan Tol, a company engaged in toll road services. It is located in Kali Tengah, Karang Jati, Pandaan District, Pasuruan Regency, East Java, Postal Code 67156.

#### 4. Results and Discussions

##### 4.1. Research Results

The initial step performed is to calculate the model testing to determine the convergent validity of a completed model. Convergent validity is one of the tests that demonstrate the relationship between reflective items and their latent variables. An indicator is considered to meet the criterion when the loading factor value is  $> 0.700$ . Indicators with high loading factor values indicate that they are strong (dominant) measures of the variable. Convergent validity is obtained from the *loading factor* results of each construct in the research variable, which can be observed in the outer model. The following are the results of the validity testing measurements using *SmartPLS software*:

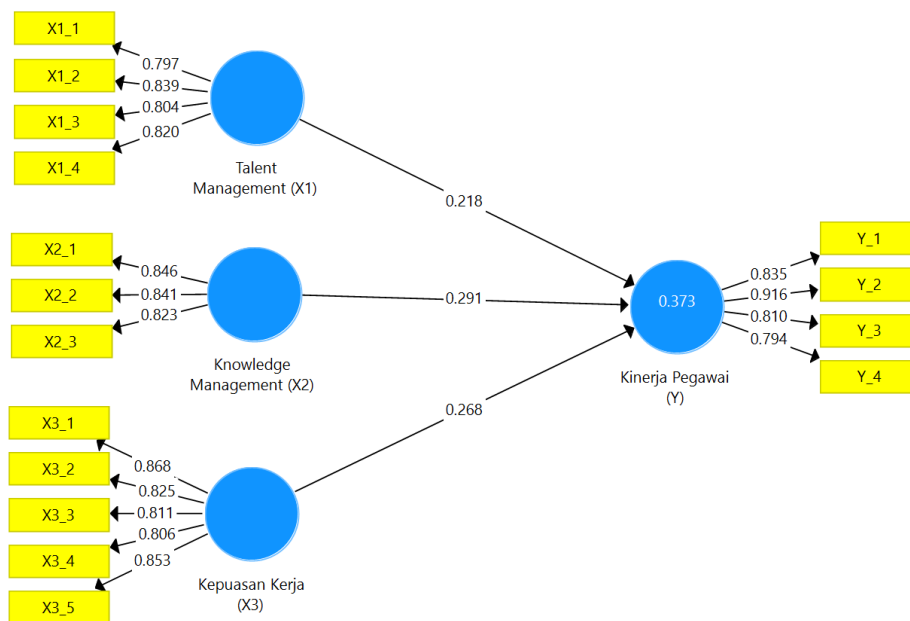


Figure 1. Outer Model

From the figure 1, it is found that all instruments from each indicator within the research variable. After this measurement model, the next steps can be taken to conduct validity tests, reliability tests, *R-square* tests, multiple linear analysis, and hypothesis testing for each variable in this research.

##### 4.1.1. Convergent Validity Test

Table 1 indicates that the *loading factor* values for each instrument in each indicator have met the criteria, and it can be stated that all indicators in this research are valid by observing the *loading factor* values  $> 0.7$ . Therefore, the research can proceed.

Table 2 shows that the Average Variance Extracted (AVE) values for this research variable are valid. Each indicator can be considered valid when it has an AVE value  $> 0.5$ .

**Table 1.** The result of Loading Factors

	Talent Management (X1)	Knowledge Management (X2)	Job Satisfaction (X3)	Employee Performance (Y)
X1_1	0.797			
X1_2	0.839			
X1_3	0.804			
X1_4	0.820			
X2_1		0.846		
X2_2		0.841		
X2_3		0.823		
X3_1			0.868	
X3_2			0.825	
X3_3			0.811	
X3_4			0.806	
X3_5			0.853	
Y_1				0.835
Y_2				0.916
Y_3				0.810
Y_4				0.794

**Table 2.** Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Talent Management (X1)	0.665
Knowledge Management (X2)	0.700
Job Satisfaction (X3)	0.694
Employee Performance (Y)	0.706

4.1.2. Discriminant Validity Test

**Table 3.** Fornell Larcker Criterion

	Job Satisfaction (X3)	Employee Performance (Y)	Knowledge Management (X2)	Talent Management (X1)
Job Satisfaction (X3)	<b>0.833</b>			
Employee Performance (Y)	0.497	<b>0.840</b>		
Knowledge Management (X2)	0.420	0.482	<b>0.837</b>	
Talent Management (X1)	0.490	0.455	0.361	<b>0.815</b>

Table 3 presents that the *Fornell-Larcker criterion* values for this research variable are valid. Each indicator can be considered valid when it has a value > 0.7, and the square root of AVE for each construct is larger than the correlation between constructs.

4.1.3. Reliability Test

Table 4 shows that the *composite reliability and Cronbach's alpha* values of this research variable are reliable. It is considered reliable when the *composite reliability* value is > 0,7, and an item is considered reliable when the *Cronbach's alpha* value is > 0,6.

**Table 4.** Composite Reliability and Cronbach's Alpha Values

Variables	Cronbach's Alpha	Composite Reliability
Talent Management (X1)	0.833	0.888
Knowledge Management (X2)	0.787	0.875
Job Satisfaction (X3)	0.891	0.919
Employee Performance (Y)	0.861	0.905

4.1.4. R-Square Test

**Table 5.** R-Square Test

Variable	R-Square	R-Square Adjusted
Employee Performance (Y)	0.373	0.356

In Table 5, it is known that the *R-Square* value for the employee performance variable (Y) is 0.356 or 35.6%. This *R-Square* value indicates that the model falls into the moderate category. From the results of Table 5, it can be determined that the employee performance variable (Y) can be explained by talent management (X<sup>1</sup>), knowledge management (X<sup>2</sup>), and job satisfaction (X<sup>3</sup>) variables, accounting for 35.6%. The remaining 64.4% is influenced by other variables not included in this research.

4.1.5. Hypothesis Testing

**Table 6.** Path Coefficients and T-tests (partial significance)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Talent Management (X1) -> Employee Performance (Y)	0.218	0.227	0.094	2.317	0.021
Knowledge Management (X2) -> Employee Performance (Y)	0.291	0.294	0.092	3.157	0.002
Job Satisfaction -> Employee Performance (Y)	0.268	0.268	0.092	2.921	0.004

In Table 6, it can be observed that the original sample (O) value for the talent management variable on employee performance is 0.218, indicating that the talent management variable contributes 21.8%. Furthermore, for the knowledge management variable on employee performance, the original sample (O) value is 0.291, indicating that the knowledge management variable contributes 29.1%. Similarly, for the job satisfaction variable on employee performance, the original sample (O) value is 0.268, indicating that the job satisfaction variable contributes 26.8%. Overall, the relationship between the independent variables and the dependent variable has a positive role for each variable.

The influence of talent management on employee performance can be observed in Table 7, where the calculated t-value is "2.317 > t-table 1.96," and the significance value (P-values) is 0.021 < 0.05. Thus, Ho1 is rejected, and H1 is accepted. It can be concluded that talent management (X1) has a positive and significant partial influence on employee performance (Y).

The influence of knowledge management on employee performance can be observed in Table 7, where the calculated t-value is "3.157 > t-table 1.96," and the significance value (P-values) is 0.002 < 0.05. Thus, Ho2 is rejected, and H2 is accepted. It can be concluded that knowledge management (X2) has a positive and significant partial influence on employee performance (Y).

The influence of job satisfaction on employee performance can be observed in Table 7, where the calculated t-value is "2.921 > t-table 1.96," and the significance value (P-values) is 0.004 < 0.05. Thus, Ho3 is rejected, and H3 is

accepted. It can be concluded that job satisfaction (X3) has a positive and significant partial influence on employee performance (Y).

## 4.2. Discussion

### 4.2.1. The Influence of Talent Management on Employee Performance

Based on the results of the hypothesis testing in the t-test table regarding the influence of talent management on employee performance, it means that talent management, partially, has a positive and significant influence on employee performance at PT Jasamarga Pandaan Tol. The findings of this research reveal that talent management at PT Jasamarga Pandaan Tol is measured based on the sourcing indicator, which includes the recruitment and selection process aligned with the qualifications followed by employees. This is based on the responses of some participants who provided positive answers with the highest scores in the *sourcing* indicator.

This can be demonstrated by respondents participating in the recruitment and selection process according to the requirements and positions needed by PT Jasamarga Pandaan Tol. For example, the recruitment program opened by PT Jasamarga Pandaan Tol requires employees to fill the position of *finance assistant* with a minimum education requirement of a Bachelor's degree in Financial Accounting, Accounting, Tax Accounting, or Financial Management. Preferably, candidates should have finance certification/brevet A&B and a minimum of 1 year of relevant work experience in the field. Other positions needed by PT Jasamarga Pandaan Tol, such as traffic service patrol officers and toll collectors, have their own requirements and qualifications. These positions require a minimum high school diploma, preferably with driving skills and possessing driver's licenses (SIM A & SIM B). Candidates should also have good communication skills, a customer service-oriented attitude, technical skills such as basic vehicle mechanics to assist toll road users facing vehicle problems, and knowledge of traffic regulations applicable on toll roads. Patrol officers and toll collectors must be capable of delivering accurate information to toll road users regarding alternative routes, travel distances, and various other information needed by users. Prospective employees who have been recruited then undergo a series of activities such as interviews, psychological tests, qualification assessments, and other evaluations. This indicates that the recruitment and selection process, based on qualifications, can assist PT Jasamarga Pandaan Tol in selecting the right employees who can be relied upon. Both of these processes play a crucial role in determining whether employees can be trusted to fulfill their job responsibilities. By conducting a structured and effective recruitment and selection process, PT Jasamarga Pandaan Tol can ensure that employees possess the talent, skills, and knowledge necessary to perform their tasks well, be reliable, and provide positive contributions to PT Jasamarga Pandaan Tol.

This research is consistent with the findings of other research conducted by (Wilujeng et al., 2020), (Putri & Firdaus, 2022), (Ilham Safar et al., 2022), and (Novitasari, 2019) which demonstrate a positive and significant influence of talent management on employee performance. Conversely, the research by (Wahyuni, 2019) shows that talent management does not have a significant positive influence on employee performance.

### 4.2.2. The Influence of Knowledge Management on Employee Performance

Based on the results of the hypothesis testing in the t-test table above regarding the influence of knowledge management on employee performance, it means that knowledge management, partially, has a positive and significant influence on employee performance at PT Jasamarga Pandaan Tol. The findings of this research reveal that knowledge management at PT Jasamarga Pandaan Tol is measured based on the indicator of knowledge acquisition. This is based on the responses of some participants who provided positive answers with the highest scores in the knowledge acquisition indicator.

It can be demonstrated that not only rescue officers but also patrol officers and toll collectors acquire the same knowledge regarding emergency response procedures for first aid and victim evacuation or medical assistance in accidents on the toll road. Additionally, they acquire knowledge related to managing congested traffic, both at toll gates and intersections. These situations require strong experience and intuition to manage traffic flow and ensure smooth traffic conditions. This indicates that employees can gain both tacit and explicit knowledge from their colleagues to enhance their performance at PT Jasamarga Pandaan Tol. The process of acquiring knowledge influences the ability of employees at PT Jasamarga Pandaan Tol to carry out their tasks effectively. The broader the knowledge employees possess in their respective fields, the more reliable they become in completing assigned tasks and achieving good performance. Therefore, the exchange and communication of knowledge among employees have a positive impact on the performance outcomes of employees at PT Jasamarga Pandaan Tol.

This research is consistent with the findings of other research conducted by (Adzima & Sjahrudin, 2019), (Wilujeng et al., 2020), and (Ferdian & Devita, 2020) which demonstrate that *knowledge management* has a positive and significant influence on employee performance. Conversely, the research by (Ersa, 2021) shows results indicating that knowledge management does not have an influence on employee performance.

#### 4.2.3. The Influence of Job Satisfaction on Employee Performance

Based on the results of the hypothesis testing in the t-test table above regarding the influence of job satisfaction on employee performance, it means that job satisfaction, partially, has a positive and significant influence on employee performance at PT Jasamarga Pandaan Tol. The findings of this research reveal that job satisfaction at PT Jasamarga Pandaan Tol is measured based on colleague indicators. This is based on the responses of some participants who provided positive answers with the highest scores in the colleague indicator.

This can be demonstrated by interactions such as the *General Manager Finance* engaging with new *finance staff* to provide assistance and guidance regarding standard operating procedures (SOPs), the financial system of PT Jasamarga Pandaan Tol, and mentoring the *finance staff* on risk control and optimizing fund utilization. Furthermore, interactions among colleagues, such as patrol officers assisting rescue personnel during their duties by providing emergency medical aid and facilitating the evacuation process for toll road users involved in accidents. This indicates that colleagues who collaborate, share information, and knowledge with other employees can assist them in performing their job diligently and producing reliable outcomes. Positive interaction and support among employees at PT Jasamarga Pandaan Tol play a significant role in influencing the reliability of employees and fostering a comfortable and enjoyable work environment. The comfort experienced by employees tends to enhance their performance. Thus, colleagues have an influence on improving the performance of employees at PT Jasamarga Pandaan Tol.

This research aligns with the findings of other research conducted by (Adha et al., 2019) and (Sausan et al., 2021) which demonstrate that job satisfaction can enhance performance, indicating a positive influence on employee performance. Conversely, the research by (Jufrizen & Sitorus, 2021) presents different results, stating that job satisfaction has a positive but not significant influence on employee performance.

## 5. Conclusion

Based on the results obtained from data analysis, hypothesis testing, and previous discussions regarding the influence of talent management, knowledge management, and job satisfaction on employee performance at PT Jasamarga Pandaan Tol, the following conclusions can be drawn: The research findings indicate a positive and significant influence between the variable of talent management and employee performance at PT Jasamarga Pandaan Tol. There is also a positive and significant influence between the variable of knowledge management and employee performance at PT Jasamarga Pandaan Tol. Additionally, there is a positive and significant influence between the variable of job satisfaction and employee performance at PT Jasamarga Pandaan Tol.

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