# The Influence of Talent Management and Knowledge Management on Employee Performance through Innovative Behavior (Case Study: Employees of the Main Branch in Head Office of Pt. Bank Sulutgo)

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*Abstract: Good management of human resources that also develops according to the current era is needed in facing technological disruption due to the ever-evolving times in order to create professional human resources, who are able to face various challenges of existing competition, who continue to innovate so that the company can survive and improve their performance. Because it becomes a serious thing when a company lacks talent within the company. PT. Bank SulutGo Manado, creating top talent and highly competent employees is a serious matter that must be considered within the company, as well as PT. North Sulawesi Bank. The purpose of this study is to analyze the effect of Talent Management and Knowledge Management on Employee Performance Through Innovative Behavior. The research method used is a quantitative method with data collection techniques used using a questionnaire which was distributed to 42 employees of the main branch at the head office of PT. Bank SulutGo, which is the sample in this study, then data were analyzed using path analysis and sobel test. The results of the study show that Talent Management has a positive and significant effect on innovative behavior and also on employee performance. Knowledge Management has a positive and insignificant effect on Innovative Behavior. Knowledge Management has a positive and significant effect on Employee Performance. Innovative behavior has a positive and significant effect on employee performance. Innovative behavior is able to mediate the effect of Talent Management on employee performance.*

*Keywords: Talent Management, Knowledge Management, Innovative Behavior, Employee Performance.*

## INTRODUCTION

### Background

Human resources are the most important and absolutely necessary aspects, assets in an organization or company. Without human resources, organizations or companies will not be able to run. Indonesia, which is currently in the era of the industrial revolution 4.0, is known as the digital era, the era of technology, and also currently Indonesia is preparing to enter the era of society 5.0, an era where people are able and able to solve various challenges and social problems by utilizing various innovations that was born in the era of the industrial revolution 4.0, making business competition and human resource competition even higher. Companies are required to be able to adapt, be more responsive to innovation and technological change, so human resources are also required to be responsive, capable and reliable.

The application of talent management and knowledge management is needed within the company so that the company is able to achieve good performance due to the presence of the right human resources in terms of quantity and quality to achieve company goals. Talent management, namely identifying, developing, retaining and placing the right people in the right place (right people in the right place), or how companies look for the right people with the right skills for the right positions (Busro, 2018). In addition, a concern is also the knowledge of existing human resources as a support for the skills and abilities of human resources. The application of knowledge management to develop existing knowledge so that within the company employees and the company itself have what is called a competitive advantage.

The application of Talent Management and Knowledge Management in companies can bring innovation to employees. employees who have good and professional skills, abilities and knowledge then placed in the right positions, will continue to innovate in achieving company goals, because innovation is needed when facing challenges that occur due to the times. When a company does not pay significant attention to how to acquire and create top talent and highly competent employees, it will have a negative impact on the company over time. Because existing employees are unable to solve the problems that occur and make the company unable to compete so that later the company will reach the point of bankruptcy.

PT. Bank SulutGo Manado, which is a regional development bank for North Sulawesi Gorontalo, is facing technological disruptions that occur due to the development of the era and also in 2020 there is an outbreak of the corona virus disease 2019 which has a huge impact on the Indonesian economy, including the banking industry which is a pillar supporting economic development. Table 1 below shows the performance of PT. Bank SulutGo and the performance of the main branch employees at the head office of PT. Bank Sulut Go Manado.

**Table 1. Company Performance PT. Bank Sulut Go Manado**

| No. | Performance Indicator | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----|----------------------|------|------|------|------|------|
| 1 | Assets | 14,075 | 14,429 | 15.147 | 16,406 | 18,472 |
| 2 | DPK | 11,329 | 10,790 | 11,973 | 13,662 | 16,671 |
| 3 | Credit | 10,915 | 11100 | 12.163 | 12,470 | 13,081 |
| 4 | CAR | 16.6 % | 16.49 % | 15.82 % | 15.19 % | 16.26 % |
| 5 | LDR | 96.35 % | 102.87 % | 102.59 % | 91.28 % | 83.47 % |
| 6 | NPLs | 0.52 % | 1.62 % | 0.93 % | 1.88 % | 1.79 % |
| 7 | Profit | 391 | 346 | 229 | 256 | 231 |

Source: Bank SulutGo Annual Report 2022.

Performance appraisal which is a human resource management tool to measure the quality and quantity of human resources in the company, in particular, the performance of the main branch employees at the head office of PT. Bank SulutGo, out of 42 employees, showed that in 2019 it had decreased from the previous year and performance lasted from 2019 to 2021, then there were still 4 employees who had poor performance. This is shown in table 2 below:

**Table 2. Employee Performance Main Branch at the Head Office of PT. North Sulawesi Bank**

| No. | Information | Year | | | |
|-----|-------------|------|------|------|------|
| | | 2018 | 2019 | 2020 | 2021 |
| 1 | Very satisfy | 9 | 8 | 8 | 8 |
| 2 | Satisfying | 11 | 9 | 9 | 9 |
| 3 | Well | 9 | 11 | 11 | 11 |
| 4 | Enough | 9 | 10 | 10 | 10 |

| 5 | Not enough | 4 | 4 | 4 | 4 |
|---|---|---|---|---|---|
| | Number of employees | 42 | 42 | 42 | 42 |

Source: PT. Bank SulutGo, 2022

In 2019 the company's performance decreased from 2018 and then rose in 2020, then fell again in 2021. Employee performance also showed the same thing, in 2019 employee performance decreased from 2018 and then lasted until 2021, not experiencing increase. Seeing this, PT. Bank SulutGo continues to make various breakthroughs to be able to strengthen its operations and business, by continuing to develop its digital transformation to reach more people at large to improve services in the banking world. Then in 2019, PT. Bank SulutGo began to focus more on talent management so that employees are able to display optimal performance and ensure that the Bank has top talent employees who are ready to fill leadership needs at Bank SulutGo. Based on the background above, the authors are interested in conducting research with the title: "The Influence of Talent Management and Knowledge Management in Increasing Innovative Behavior of Employees, thereby increasing the Performance of Main Branch Employees at the Head Office of PT. Bank Sulut Go Manado".

**Research purposes**

1. To analyze the effect of Talent Management on Innovative Behavior.

2. To analyze the effect of Knowledge Management on Innovative Behavior.

3. To analyze the effect of Talent Management on Employee Performance?

4. To analyze the effect of Knowledge Management on Employee Performance?

5. To analyze the effect of Innovative Behavior on Employee Performance?

6. To test and analyze Innovative Behavior in mediating the effect of Talent Management on Employee Performance?

7. To analyze Innovative Behavior in mediating the effect of Knowledge Management on Employee Performance?

**LITERATURE REVIEW**

**Human Resource Management**

Human resource management is the policy and practice of determining aspects of human resources in management positions, including recruiting, screening, training, rewarding and evaluating so that human resources are able to achieve success which is the goal of the organization or company (Sedarmayanti 2017:37).

*Talent Management*

According to Tusang and Tajuddin (2015) in research by Masduki and Sopiyan (2021: 152), talent management is a process to ensure the company's ability to fill key positions as future leaders of the company and positions that support this company's competence (unique skills and high strategic value ). In measuring talent management, there are 3 indicators according to Barkhuzen (2014) in Rahmawati (2019: 421), namely talent acquisition, talent development and talent retention.

*Knowledge Management*

*Knowledge management*is a function that creates, identifies and manages organizational knowledge for long-term benefit. (Eksandy et al, 2020). knowledge management is a human feeling to carry out the process of sharing knowledge, and learning and working together more effectively. (Gurteen in Rahmawati et al, 2019: 127). In research by Napitupulu et al (2021) and

also Astuti & Fansury (2020), indicators of knowledge management are knowledge acquisition, knowledge dissemination and knowledge application.

## Innovative Behavior

Mezidah (2020: 5) suggests that innovative behavior is how employees produce, introduce and apply new things or ideas that are beneficial to the organization or company. West and Farr stated that innovative behavior is an employee's desire to apply new ideas, products, processes and strategies to the work being done. (Hadi et al 2020:188). In measuring innovative behavior, there are 4 indicators according to De Jong & Den Hartog in a study by Hadi et al (2020: 188), namely idea exploration, idea generation, idea championing and idea implementation.

## Employee performance

Performance is a standard for how far employees can realize and carry out the tasks that have been described so that they describe the patterns of behavior and competencies possessed by these employees (Mazidah 2020: 6). Luthans stated in Hadi et al (2020) that employee performance is the quality and quantity produced by an individual from doing his job. Employee performance can be measured based on the following standard criteria: quantity, quality and timeliness (Prasetyo and Hasibuan, 2019).

## Previous Research

Harmen (2018), this study entitled The Influence of Talent Management and Knowledge Management on Employee Performance at PT. Perkebunan Nusantara II (Survey of the Office of the Directors of Tanjung Morawa). The results of the study show that talent management and knowledge management variables simultaneously influence employee performance at PT Pekebunan II Tanjung Morawa. Partially, talent management has a positive and significant effect on employee performance. Likewise with knowledge management which partially has a positive and significant effect on employee performance. If talent management or knowledge management increases, employee performance will also increase.

Ibrahim and AlOmari (2020), this research is entitled The Effect of Talent Management on Innovation: Evidence from Jordanian Banks. The results of the study state that talent management has a positive and significant impact or influence on product innovation, process innovation and marketing innovation. Companies that attract and retain talented employees will be able to easily leverage their ability to develop new processes to create new things that improve their performance and that of the company.

Mezidah (2020), this research is entitled The Effect of Knowledge Sharing on Innovative Behavior and Employee Performance. The results of this study state that 1) knowledge sharing has a positive and significant influence on innovative behavior. 2) knowledge sharing has a positive and significant impact on employee performance. 3) innovative behavior has a positive and significant impact on employee performance. 4) knowledge sharing has a significant effect on employee performance through innovative behavior. In the sense that innovative behavior is able to mediate knowledge sharing on employee performance.

Astuti and Al-Fansury (2020) with research entitled The Influence of Knowledge Management and Organizational Learning on Individual Performance Through Innovation as an Intervening Variable (Study at Muhammadiyah University of Yogyakarta). The results of the study show that knowledge management has a positive and significant effect on individual performance, organizational learning also has a positive and insignificant effect on individual performance, organizational learning has a positive and significant effect on innovation and Knowledge management has a positive and insignificant effect on innovation and innovation has a positive

and significant effect significant to individual performance. Then the result is that innovation does not have a mediating effect between knowledge management on individual performance.

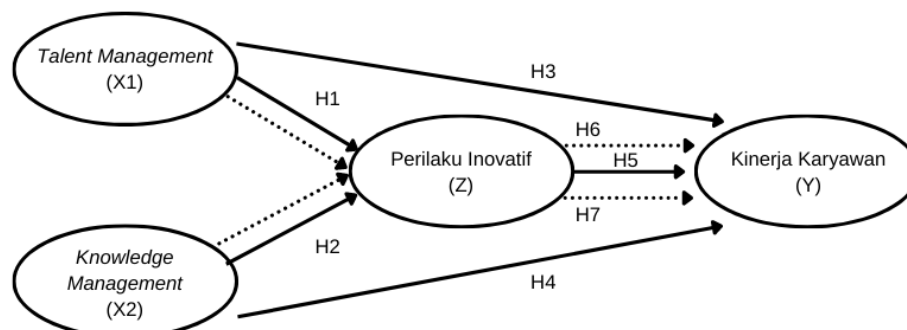**Research Model and Hypothesis**



**Figure 1. Research Model**

H1:     It is suspected that there is an influence of Talent Management on Innovative Behavior at the main branch office of PT. Bank Sulut Go Manado.

H2:     It is suspected that there is an influence of Knowledge Management on Innovative Behavior at the main branch office of PT. Bank Sulut Go Manado.

H3:     It is suspected that there is an influence of Talent Management on Employee Performance at the main branch office of PT. Bank Sulut Go Manado.

H4:     It is suspected that there is an influence of Knowledge Management on Employee Performance at the main branch office of PT. Bank Sulut Go Manado.

H5:     It is suspected that there is an influence of Innovative Behavior on Employee Performance at the main branch office of PT. Bank Sulut Go Manado.

H6:     Allegedly Innovative Behavior mediates the influence of Talent Management on Employee Performance at the main branch office of PT. Bank Sulut Go Manado.

H7:     Allegedly Innovative Behavior mediates the effect of Knowledge Management on Employee Performance at the main branch office of PT. Bank Sulut Go Manado.

**RESEARCH METHODS**

This research is a research using quantitative methods using a quantitative descriptive approach. Quantitative research is used to examine certain populations or samples with the aim of testing established hypotheses (Sugiyono, 2017).

**Location and Research Object**

This research will be conducted at the branch office of PT. Bank SulutGo Manado with research objects namely employees of the main branch at the branch office of PT. Bank Sulut Go Manado. The time of the research was carried out from August 2022 to December 2022.

**Method of collecting data**

Collecting data in this study using primary and secondary data. Primary data was collected with a questionnaire given to employees who work at branch offices of PT. Bank Sulut Go Manado. Secondary data is a data source that does not directly provide data to researchers, for example from other people or documents (Sugioyono, 2017).

### Population and Research Sample

The population in this study amounted to 42 main branch employees in the branch office of PT. Bank Sulut Go Manado. The sampling technique in this study used saturation sampling, i.e. all members of the population were used as samples. So, the sample in this study is 42 employees of the main branch in the branch office of PT. Bank SulutGo Manado which is the respondent in this study.

### Research Instruments

### Validity Test and Reliability Test

Validity test is carried out to test the consistency of each variable used in a study. Reliability Test is an instrument that is used several times to measure the same object, will produce the same data. A variable is said to be reliable if it gives a Cronbach Alpha value > 0.6 (Ghozali, 2018).

### Classic assumption test

### Normality test

The normality test is a test to see whether the residuals obtained have a normal distribution (Sugiyono, 2017). The non-parametric test used is the One-Sample Kolmogorov-Smirnov test (1-Sample K-S) with a significant value of 0.05.

### Multicollinearity Test

To determine whether there is multicollinearity, Variance Inflation Factor (VIF) and Tolerance (T) are used. If the VIF value is less than 10, and the T value is more than 0.1 and less or equal to 1, it means that multicollinearity does not occur. Conversely, if the VIF value is more than 10, and the T value is less than 0.1 and more than 1, it means that there is multicollinearity.

### Heteroscedasticity Test

The heteroscedasticity test is used to find out, test in a linear regression model whether there is an inequality of variance from the residuals and one observation to another observation (Ghozali, 2018).

### Data analysis

### *Path Analysis*and the Sobel Test

*Path analysis*is a technique for analyzing causal relationships that occur in multiple regression if the independent variable affects the dependent variable, not only directly but also indirectly (Robert D. Retherford, 1993).

1.  Direct influence:

X1 (Talent Management) → Z (Innovative Behavior)

X2 (Knowledge Management) → Z (Innovative Behavior)

X1 (Talent Management) → Y (Employee Performance)

X2 (Knowledge Management) → Y (Employee Performance)

Z (Innovative Behavior) → Y (Employee Performance)

2.  Indirect influence

X1 (Talent Management) → Z (Innovation) → Y (Employee Performance)

X2 (Knowledge Management) → Z (Innovation) → Y (Employee Performance)

## RESEARCH RESULTS AND DISCUSSION

### Research result

### Characteristics of Respondents

Following are the profiles of 42 employees who are research respondents which include gender, last education and length of work.

**Table 2. Characteristics of Respondents**

| Characteristics of Respondents | Frequency | Percentage |
|---|---|---|
| **Gender** | | |
| Man | 23 | 54.8% |
| Woman | 19 | 45.2% |
| **Education** | | |
| SENIOR HIGH SCHOOL | 5 | 11.9% |
| D3 | 4 | 9.5% |
| S1 | 30 | 71.4% |
| S2 | 3 | 7.1% |
| S3 | 0 | 0.0% |
| **Length of work** | | |
| < 5 years | 13 | 31.0% |
| > 5 Years | 17 | 40.5% |
| > 10 Years | 12 | 28.6% |

Source: Processed data, 2022

### Validity test

Based on the results of data processing using SPSS software version 20, the validity test results are obtained as follows:

**Table 4. Validity Test Results**

| Variable | Statement | Pearson Correlation | Sig | Alpha | Status |
|---|---|---|---|---|---|
| *Talent Management* | X1.1 | 0.694 | 0.000 | 0.05 | Valid |
| | X1.2 | 0.539 | 0.000 | 0.05 | Valid |
| | X1.3 | 0.616 | 0.000 | 0.05 | Valid |
| | X1.4 | 0.634 | 0.000 | 0.05 | Valid |
| | X1.5 | 0.608 | 0.000 | 0.05 | Valid |
| | X1.6 | 0.714 | 0.000 | 0.05 | Valid |
| | X1.7 | 0.626 | 0.000 | 0.05 | Valid |
| | X1.8 | 0.727 | 0.000 | 0.05 | Valid |
| | X1.9 | 0.634 | 0.000 | 0.05 | Valid |
| | X1.10 | 0.585 | 0.000 | 0.05 | Valid |
| | X1.11 | 0.680 | 0.000 | 0.05 | Valid |
| | X1.12 | 0.657 | 0.000 | 0.05 | Valid |
| *Knowledge Management* | X2.1 | 0.747 | 0.000 | 0.05 | Valid |
| | X2.2 | 0.661 | 0.000 | 0.05 | Valid |
| | X2.3 | 0.839 | 0.000 | 0.05 | Valid |
| | X2.4 | 0.867 | 0.000 | 0.05 | Valid |
| | X2.5 | 0.745 | 0.000 | 0.05 | Valid |
| | X2.6 | 0.816 | 0.000 | 0.05 | Valid |
| | X2.7 | 0.774 | 0.000 | 0.05 | Valid |

| | | | | | |
|---|---|---|---|---|---|
| | X2.8 | 0.680 | 0.000 | 0.05 | Valid |
| | X2.9 | 0.697 | 0.000 | 0.05 | Valid |
| | X2.10 | 0.731 | 0.000 | 0.05 | Valid |
| | X2.11 | 0.607 | 0.000 | 0.05 | Valid |
| | X2.12 | 0.669 | 0.000 | 0.05 | Valid |
| Innovative Behavior | Z. 1 | 0.580 | 0.000 | 0.05 | Valid |
| | Z. 2 | 0.388 | 0.000 | 0.05 | Valid |
| | Z. 3 | 0.538 | 0.000 | 0.05 | Valid |
| | Z. 4 | 0.691 | 0.000 | 0.05 | Valid |
| | Z. 5 | 0.599 | 0.000 | 0.05 | Valid |
| | Z. 6 | 0.691 | 0.000 | 0.05 | Valid |
| | Z. 7 | 0.561 | 0.000 | 0.05 | Valid |
| | Z. 8 | 0.735 | 0.000 | 0.05 | Valid |
| | Z. 9 | 0.617 | 0.000 | 0.05 | Valid |
| | Z. 10 | 0.631 | 0.000 | 0.05 | Valid |
| | Z. 11 | 0.664 | 0.000 | 0.05 | Valid |
| | Z. 12 | 0.538 | 0.000 | 0.05 | Valid |
| Employee performance | Y. 1 | 0.648 | 0.000 | 0.05 | Valid |
| | Y.2 | 0.596 | 0.000 | 0.05 | Valid |
| | Y.3 | 0.652 | 0.000 | 0.05 | Valid |
| | Y.4 | 0.733 | 0.000 | 0.05 | Valid |
| | Y.5 | 0.617 | 0.000 | 0.05 | Valid |
| | Y.6 | 0.716 | 0.000 | 0.05 | Valid |
| | Y.7 | 0.567 | 0.000 | 0.05 | Valid |
| | Y. 8 | 0.655 | 0.000 | 0.05 | Valid |
| | Y.9 | 0.553 | 0.000 | 0.05 | Valid |
| | Y.10 | 0.648 | 0.000 | 0.05 | Valid |

Source: Processed data, 2022

Based on the results of the validity test of the questionnaire on 30 respondents, it is explained as follows:

1. The talent management variable (X1) from 12 question items (X1.1 – X1.12) obtained the lowest correlation value on item X1.2 = 0.539 with a significance value = 0.000.

2. The knowledge management variable (X2) from 12 question items (X2.1 – X2.12) obtained the lowest correlation value on item X2.11 = 0.607 with a significance value = 0.000.

3. The innovative behavior variable (Z) of the 12 question items (Z.1 – Z.12) obtained the lowest correlation value on item Z.2 = 0.388 with a significance value = 0.000.

4. Employee performance variable (Y) from 10 question items (Y.1 – Y.10) obtained the lowest correlation value on item Y.9 = 0.553 with a significance value = 0.000.

It can be concluded that all questionnaire questions from each variable in the questionnaire are valid because they have a significant value of less than 0.05. Thus the entire questionnaire questions can be used for research.

**Reliability Test**

Based on the results of data processing using SPSS software version 20, the reliability test results were obtained as follows:

**Table 5. Reliability Test Results**

| Variable | Cronbach's Alpha | Status |
|---|---|---|
| *Talent Management*(X1) | 0.758 | *reliable* |
| *Knowledge Management*(X2) | 0.771 | *reliable* |
| Innovative Behavior (Z) | 0.750 | *reliable* |
| Employee Performance (Y) | 0.757 | *reliable* |

Source: Processed data, 2022

The reliability test results in table 5 show that the Cronbach Alpha value on the Talent Management variable (X1), Knowledge Management variable (X2), Innovative Behavior variable (Z) and Employee Performance variable (Y) is above 0.6. It can be concluded that the variables in this study are declared reliable. Thus the entire questionnaire questions can be used for research.

**Classic assumption test**

**Normality test**

The normality test results using SPSS software version 20, the following results are obtained:

**Table 6. Normality Test Results**

**One-Sample Kolmogorov-Smirnov Test**

| | | Unstandardized Residuals |
|---|---|---|
| N | | 42 |
| Normal Parameters, b | Means | 0E-7 |
| | std. Deviation | 1.09174129 |
| | absolute | .165 |
| Most Extreme Differences | Positive | .100 |
| | Negative | -.165 |
| Kolmogorov-Smirnov Z | | 1,069 |
| asymp. Sig. (2-tailed) | | .203 |

a. Test distribution is Normal.
b. Calculated from data.
Source: Processed data, 2022

Based on the table above it can be seen that the Asymp. Sig. (2-tailed) of 0.203 is greater than 0.05, it can be concluded that the data is normally distributed.

**Multicollinearity Test**

Multicollinearity test results are shown in the following table:

**Table 7.** Multicollinearity Test Results

| Variable | VIF | *tolerance* | Information |
|---|---|---|---|
| *Talent Management*(X1) | 8,624 | 0.116 | Non Multicollinearity |
| *Knowledge Management*(X2) | 3,213 | 0.311 | Non Multicollinearity |
| Innovative Behavior (Z) | 6,554 | 0.153 | Non Multicollinearity |

Source: Processed data, 2022

1. The Talent Management variable (X1) has a Tolerance value of 0.116 and a VIF value of 8.624, which means that the Tolerance value > 0.1 and the VIF value < 10 means that there are no symptoms of multicollinearity.

2. The Knowledge Management variable (X2) has a Tolerance value of 0.311 and a VIF value of 3.213, which means that the Tolerance value is > 0.1 and the VIF value is <10, indicating that there are no symptoms of multicollinearity.

3. The Innovative Behavior Variable (Z) has a Tolerance value of 0.153 and a VIF value of 6.554, which means that the Tolerance value is > 0.1 and the VIF value is < 10, indicating that there are no symptoms of multicollinearity.

**Heteroscedasticity Test**

The results of the heteroscedasticity test in this study are shown in the following figure:
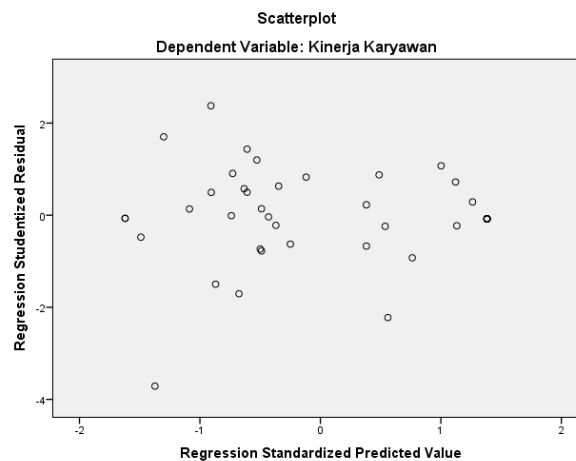


**Figure 2. Heteroscedasticity Test Results**

Source: Processed data, 2022

The picture above shows that the scatterplots, regression standardized predicted value shows that the pattern is not clear shown by the dots that spread above and below the number 0 on the Y axis. It can be concluded that in this study there was no heteroscedasticity.

**Data analysis**

*Path Analysis*

First Sub Structural Track

**Table 8. Equation of the First Sub Structural Path**

Coefficientsa

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|
| | B | std. Error | Betas | | |
| (Constant) | 8085 | 3,320 | | 2,435 | .020 |
| 1  Talent Management | .842 | .104 | .909 | 8.107 | .000 |
| Knowledge Management | .009 | 072 | 014 | .127 | .900 |

a. Dependent Variable: Innovative Behavior

Source: Processed data, 2022

Based on Table 8 the results of the analysis of the first sub-structural path:

1. The Talent Management variable value is 0.909 with a significance value of $0.000 \leq 0.05$. So it can be concluded that the Talent Management variable has a positive and significant effect on Innovative Behavior.

2. The Knowledge Management variable value is 0.014 with a significance value of $0.9 \geq 0.05$. So it can be concluded that the Knowledge Management variable has a positive but not significant effect on Innovative Behavior.

**Table 9. Summary Model of the First Sub-Structural Path Equation**

Summary models

| Model | R | R Square | Adjusted R Square | std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .921a | .847 | .840 | 1.51488 |

a. Predictors: (Constant), Knowledge Management, Talent Management
Source: Processed data, 2022

The R square value is 0.847, meaning that Talent Management and Knowledge Management on the Innovative Behavior variable is 84.7%. Then for value $\varepsilon 1$ can be found by the formula:

$$\sqrt{(1 - 0,847)} = 0.3911$$

Second Sub Structural Track

**Table 10. Equation of the Second Sub Structural Path**

Coefficientsa

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | std. Error | Betas | | |
| 1 | (Constant) | .016 | 2,668 | | 006 | .995 |
| | Talent Management | .278 | .127 | .324 | 2,185 | .035 |
| | Knowledge Management | .121 | 054 | .203 | 2,246 | .031 |
| | Innovative Behavior | .436 | .120 | .470 | 3,634 | 001 |

a. Dependent Variable: Employee Performance
Source: Processed data, 2022

Based on Table 10 the results of the analysis of the first sub-structural path:

1. The Talent Management variable value is 0.324 with a significance value of $0.035 \leq 0.05$. So it can be concluded that the Talent Management variable has a positive and significant effect on Employee Performance.

2. The Knowledge Management variable value is 0.203 with a significance value of $0.031 \leq 0.05$. So it can be concluded that the Knowledge Management variable has a positive and significant effect on employee performance.

3. The value of the Innovative Behavior variable is 0.470 with a significance value of $0.001 \leq 0.05$. So it can be concluded that the Innovative Behavior variable has a positive and significant effect on Employee Performance.

**Table 11. Second Sub-Structural Path Equation Summary Model**

Summary models

| Model | R | R Square | Adjusted R Square | std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .950a | .903 | .895 | 1.13402 |

a. Predictors: (Constant), Innovative Behavior, Knowledge Management, Talent Management
Source: Processed data, 2022

The R square value is 0.903, meaning that Talent Management and Knowledge Management on the Innovative Behavior variable is 90.3%. Then for value $\varepsilon 2$ can be found by the formula:

$$\sqrt{(1 - 0,847)} = 0.3911$$

## Discussion

### The Effect of Talent Management on Innovative Behavior

Based on the test results, it shows that Talent Management has a positive and significant direct effect on the Innovative Behavior of the main branch employees at the head office of PT. Bank Sulut Go Manado. This result is in line with the research findings of Nile (2019) which states that Talent Management has a positive and significant effect on innovative behavior at Ain Shams University (Employees of ElZaafran Palace-Personnel Administration). These results are also in line with the research findings of Ibrahim and Alomari (2020) which state Talent Management has a positive and significant effect on Innovation at Jordanian Banks. Companies that attract and retain talent employees can easily develop new processes to create something new. (Ibrahim and AlOmari, 2020). PT.*Talent Classification*is the process of mapping Bank employees into the Talent Matrix, where the Talent Matrix has 5 talent groups namely Star, Challenger, Developing, Sleeping and Red Flag. This makes the employees of PT. Bank Sulutgo Manado, in which the main branch employees at the head office have innovative behavior. Shown by employees starting to develop what has become a corporate culture and transaction innovation only through smartphones, fast transactions anytime and anywhere. BSGTouch "The Distance Between You and BSG is only a touch away".

### The Effect of Knowledge Management on Innovative Behavior

Based on the test results, the results show that Knowledge Management has a positive and not significant effect on Innovative Behavior of employees of the main branch at the head office of PT. Bank Sulut Go Manado. This result is in line with the results of research by Astuti and Al – Fansury (2020) which states that Knowledge Management has a positive and insignificant effect on Innovation. In contrast to the results of research from Mezidah (2020) which states that Knowledge Management (Knowledge Sharing) has a positive and significant effect on Innovative Behavior of BNN employees in the City of Surabaya. Knowledge management implemented in the main branch at the head office of PT. Bank SulutGo has not been too focused. PT.

### The Influence of Talent Management on Employee Performance

Based on the test results in this study, Talent Management has a positive and significant effect on employee performance at the main branch at the head office of PT. Bank Sulut Go Manado. The results of this study are in line with the results of research by Harmen (2018) which states that talent management has a positive and significant effect on the performance of employees of PT. Perkebunan Nusantara II (Survey of the Office of the Directors of Tanjung Morawa). Talent management has a positive and significant effect on employee performance at PT. Sinjaraga Santika Sport Majalenka. (Masduki and Sopiyan, 2021).

### The Influence of Knowledge Management on Employee Performance

Based on the test results, Knowledge Management has a positive and significant effect on employee performance in the main branch at the head office of PT. Bank Sulut Go Manado. The results of this study are supported by the research of Monsow et al (2018) which states that Knowledge Management has a positive and significant effect on Employee Performance at Bank Mayapada KCU Mega Mas Manado, that the higher the knowledge management, the higher the employee performance. This is in line with Prasetyo and Hasibuan's research (2019) which states

that the better the implementation of knowledge management will have a good effect on company performance.

### Influence of Innovative Behavior on Employee Performance

Based on the test results in this study, innovative behavior has a positive and significant effect on employee performance at the main branch at the PT. Bank Sulut Go Manado. The results of this study are supported by the research of Hadi et al (2020) that innovative behavior has a positive and significant effect on employee performance. Research by Mazidah (2020) also states that innovative behavior has a significant influence on the performance of Surabaya City BNN employees. Higher innovative behavior will significantly improve employee performance.

### The Influence of Talent Management on Employee Performance Through Innovative Behavior

Based on the results of the indirect test using the Sobel test, it shows that Talent Management has an effect on Employee Performance at the main branch at the head office of PT. Bank SulutGo Manado mediated by Innovative Behavior. Innovative behavior has an important role in achieving organizational goals, organizational goals can be achieved if the company is able to continue to produce and retain talented employees. In line with the research of Ibrahim and AlOmari (2020) states that to innovate in organizational products, processes or market proportions, adequate attention is needed to be given to human resources which are capital in the company. By implementing talent management it will lead to innovative behavior for employees, and this will support employees to be able to complete work effectively, efficient and on time. In line with what was stated by Appau et al (2021) in their research that innovative work behavior makes a significant and positive contribution to predicting performance.

### The Influence of Knowledge Management on Employee Performance Through Innovative Behavior

Innovative behavior does not mediate the influence of knowledge management on the performance of main branch employees at PT. Bank SulutGo because knowledge management has not focused on its application. The company is currently focusing on knowledge through education and training. The results of this study are supported by the research of Astuti and Al – Fansury (2020) that innovation is not a mediating variable because the direct effect is greater. It can be interpreted that knowledge management can stand alone or have a direct effect on employee performance without having to be mediated by innovative behavior. These results are inversely proportional to the results of research by Ramadhani et al (2020) which state that knowledge management can improve employee performance if employees have new innovations that are beneficial to the organization.

### CLOSING

### Conclusion

1. *Talent Management*positive and significant effect on Innovative Behavior of the main branch employees at the head office of PT. Bank Sulut Go Manado.

2. *Knowledge Management*positive and insignificant effect on Innovative Behavior of the main branch employees at the head office of PT. Bank Sulut Go Manado.

3. *Talent Management*has a positive and significant effect on employee performance in the main branch at the head office of PT. Bank Sulut Go Manado.

4. *Knowledge Management*positive and significant effect on the performance of the main branch employees at the head office of PT. Bank Sulut Go Manado.

5. Innovative behavior has a positive and significant effect on employee performance in the main branch at the head office of PT. Bank Sulut Go Manado.

6. *Talent Management*effect on Employee Performance through Innovative Behavior at the main branch employees at the head office of PT. Bank Sulut Go Manado. In the sense that Innovative Behavior is able to mediate the influence of Talent Management on Employee Performance at the main branch at the head office of PT. Bank Sulut Go Manado.

7. *Knowledge Management*does not affect Employee Performance through Innovative Behavior at the main branch employees at the head office of PT. Bank Sulut Go Manado. In the sense that Innovative Behavior does not mediate the influence of Talent Management on Employee Performance at the main branch at the head office of PT. Bank Sulut Go Manado.

## Suggestion

1. PT. Bank SulutGo should start focusing on the Knowledge Management system within the company, further enhancing and deepening existing knowledge systems for employees and also for the company, developing more not only in education and training, but deeper starting from generating new knowledge, its application and provision reward to employees who are able to create new knowledge.

2. The talent management system which has been focused on its application at PT. Bank SulutGo is maintained and developed so that PT. Bank SulultGo may continue to create top talent employees who are able to bring the company to achieve company goals

3. For future researchers, it is better to be able to develop this research with different variables and indicators or be able to add variables and indicators, and try to find different research objects so that new and more complete information can be obtained.

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