

Pengaruh *Employee Competency, Talent Management Dan Knowledge Management Terhadap Employee Performance Dengan Employee Engagement Sebagai Variabel Intervening* Pada Perusahaan Konstruksi Di Jakarta Selatan

Oleh Muthia Azizah

Abstrak

Penelitian ini menganalisis pengaruh *Employee Competency, Talent Management, dan Knowledge Management terhadap Employee Performance dengan Employee Engagement sebagai variabel intervening* pada lima perusahaan konstruksi di DKI Jakarta. Sektor proyek bertekanan tinggi menuntut tata kelola modal manusia secara presisi. Pendekatan kuantitatif asosiatif kausal diterapkan terhadap 200 pegawai tetap melalui simple random sampling. Analisis data menggunakan Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) SmartPLS 4.0 serta evaluasi mediasi metode Variance Accounted For (VAF). Hasil analisis statistik menunjukkan *Employee Competency, Talent Management, dan Knowledge Management berpengaruh positif dan signifikan secara langsung terhadap Employee Performance, dengan Talent Management sebagai prediktor paling dominan* ($\beta = 0,439$; $P = 0,000$). *Employee Engagement juga berpengaruh positif signifikan terhadap Employee Performance. Sebaliknya, ketiga variabel bebas tidak berpengaruh signifikan terhadap Employee Engagement.* Kalkulasi VAF pada seluruh jalur mediasi berada jauh di bawah ambang batas 20% (3%-74%), mengonfirmasi *Employee Engagement tidak terbukti berperan sebagai variabel pemediasi.* Implikasinya, pada lingkungan project-based, peningkatan kinerja pegawai lebih efektif dipicu oleh kepastian sistem operasional, person-job fit, dan aksesibilitas pengetahuan secara langsung ketimbang keterikatan emosional. Perusahaan disarankan memprioritaskan kejelasan skema karir dan integrasi knowledge repository.

Kata Kunci: *Employee Competency, Talent Management, Knowledge Management, Employee Engagement, Employee Performance*

The Effect of Employee Competency, Talent Management, and Knowledge Management on Employee Performance, with Employee Engagement as an Intervening Variable, in Construction Companies in South Jakarta

By Muthia Azizah

Abstract

This study analyzes the impact of Employee Competency, Talent Management, and Knowledge Management on Employee Performance, with Employee Engagement as an intervening variable across five construction companies in DKI Jakarta. High-pressure project environments require precise human capital management. A quantitative causal-associative design was applied to 200 permanent employees selected via simple random sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0, while mediation mechanisms were evaluated using the Variance Accounted For (VAF) method. Statistical results reveal that Employee Competency, Talent Management, and Knowledge Management have positive and significant direct effects on Employee Performance, with Talent Management being the most dominant predictor ($\beta = 0.439$; $P = 0.000$). Employee Engagement also significantly affects Employee Performance. Conversely, the three independent variables showed no significant effect on Employee Engagement. VAF calculations across all structural paths fell well below the critical 20% threshold (4.03%–8.74%), confirming that Employee Engagement does not act as a mediator. Consequently, in project-based environments, performance improvement is predominantly driven by operational systems, person-job fit, and direct knowledge accessibility rather than emotional engagement. Companies are advised to prioritize clear career schemes and integrated knowledge repositories..

Keywords: *Employee Competency, Talent Management, Knowledge Management, Employee Engagement, Employee Performance*