

**THE INFLUENCE OF KNOWLEDGE MANAGEMENT AND TALENT MANAGEMENT ON ORGANIZATIONAL EFFECTIVENESS IN RADIO STATIONS MANADO***PENGARUH MANAJEMEN PENGETAHUAN DAN MANAJEMEN TALENTA TERHADAP EFEKTIVITAS ORGANISASI DI STASIUN RADIO MANADO*

by:

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**Abstract:** Along with the current technology development and the newest development all around the world, as one of the oldest media ever, Radio Stations in the world, especially Manado, are expected to continue to maintain their existence in this digital era. To be able to continue their presence and keep exist in this era, radio stations must be focused on the goal of finding and retaining people who have the necessary knowledge and place them in the right position in the organization. The purpose of this research is to find out the influence of Knowledge Management and Talent Management on Organizational Effectiveness partially or simultaneously. The data in this study consisted of primary data that is questionnaires which were distributed to several radio stations in Manado. This research uses Quantitative Method and analyzes the research data using Multiple Linear Regression analysis. The research sample was 39 employees who worked in a several Radio Stations in Manado. The results of this study prove that Knowledge Management and Talent Management significantly influence partially and simultaneously on the Organizational Effectiveness of several Radio Stations in Manado.

**Keyword:** Knowledge Management, Talent Management, Organizational Effectiveness

**Abstract:** Seiring dengan perkembangan teknologi saat ini dan perkembangan terkini di seluruh dunia, sebagai salah satu media tertua yang pernah ada, Stasiun Radio di dunia khususnya Manado diharapkan dapat terus mempertahankan eksistensinya di era digital ini. Untuk dapat terus eksis di era ini, stasiun radio harus fokus pada tujuan menemukan dan mempertahankan orang-orang yang memiliki pengetahuan yang diperlukan dan menempatkannya pada posisi yang tepat dalam organisasi. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh Manajemen Pengetahuan dan Manajemen Talenta terhadap Efektivitas Organisasi secara parsial maupun simultan. Data dalam penelitian ini terdiri dari data primer berupa kuesioner yang disebarakan ke beberapa stasiun radio di Manado. Penelitian ini menggunakan Metode Kuantitatif dan menganalisis data penelitian dengan menggunakan analisis Regresi Linier Berganda. Sampel penelitian adalah 39 karyawan yang bekerja di beberapa Stasiun Radio di Manado. Hasil penelitian ini membuktikan bahwa Manajemen Pengetahuan dan Manajemen Talenta berpengaruh signifikan secara parsial dan simultan terhadap Efektivitas Organisasi beberapa Stasiun Radio di Manado.

**Kata kunci:** Manajemen Pengetahuan, Manajemen Talenta, Efektivitas Organisasi

## INTRODUCTION

### Research Background

The digital era is an era supported by new technology including internet. The benefits of this digital era are that knowledge from all over the world can spread easily across the internet and the use of new technology. On the other hand, Radio as one of the oldest media that has ever existed, has a lot of purpose for its listeners, such as providing listeners with the latest information from around the world, the latest music that has been updated all the time, and listeners can have a conversation with the announcer during the segment, but because of the evolution of technology including the internet, radio stations in Manado are losing their listeners every year, particularly young generations in Manado. Based on *Badan Pusat Statistik Indonesia*, after 1994 radio listeners began to decreased 2% - 3% each year.

People are using various media to get the information easily and the public interest to the other media is much bigger than radio. People choose other media to use to access the information they need, because if radio is compared to other media such as television, tablet, and smartphone, it would be easy to use when using other media. The results of the *Nielsen Radio Audience Survey* in major cities in Indonesia indicate that, specifically, 57 percent of radio listeners are potential users at a relatively young age. The contribution of radio listeners is dominated by Millennial (aged 25-39) 38 percent, Generation X (aged 40-55) 28 percent, and Generation Z (aged 10-25) 19 percent. While there are relatively fewer radio listeners in the Baby Boomers and Silent Generations, each contributing just 13 percent and 2 percent.

This requires radio stations in Manado to continue to develop the innovations, and how to choose and maintain the employee that company need based on the skills so radio stations will realize the needs to prepare strategies in order to maintaining their existence in this era. The competition in this digital era is encouraging radio stations to continue to improve their performance, therefore the human resources must be a qualified employees with mastering of their knowledge, because employee and the organizations knowledge are really affect the success in every organizations or company depends on how organizations or company manage them.

## THEORETICAL REVIEW

### Human Resource Management

Sphr (1999) states that "The use of human resources to accomplish organizational goals is Human Resource Management". Lado and Wilson (1994) describe a human resource system as a set of distinct but interrelated operations, functions and processes aimed at attracting, improving and maintaining (or disposing of) the human capital of an organization.

### Organizational Effectiveness

Organizational effectiveness as an approach that focuses on the organization's stability and efficiency, workforce growth, adaptation to the changing business climate, and effectiveness to emphasize the achievement of an organization 's target (Gebauer et al., 2012). Diabat et al. (2012) indicated that in order to survive, an enterprise needs to cope well with efficiency and effectiveness and usefulness is precisely the achievement of the goal.

### Knowledge Management

Lacetera & Zirulia (2012) indicated that knowledge management can develop new capabilities from the experience, knowledge, and skills of an organization to achieve higher values of success. Knowledge management helps to improve an organization's efficiency through a set of knowledge development, acquisition and use processes (Bello & Oyekunle, 2014).

### Talent Management

In an organized and enriched program of activities and resources in which several players are involved and claim control, "Talent Management can be defined as the systematic detection, selection and production of talent" (Thunnissen & Van Arensbergen, 2015, p. 197).

### Previous Research

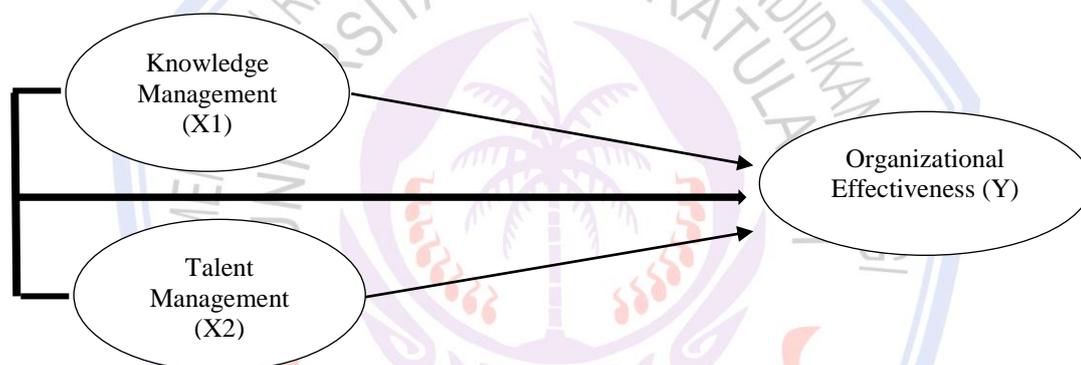
Kim, Lee & Rhee (2015), currently, talent management has been considered as one of the most important responsibilities of leaders and HR departments in enterprises. This study aims to investigate the role of leader's

talent management ability and the manners which leadership styles affect organizational effectiveness. On the data collected from 356 employees working at various firms in Daegu City and Kyongsang North Province, South Korea. This study reveals that a leader's talent management ability directly and indirectly influences organizational effectiveness.

Zheng, Yang, McLean (2010), Practices of knowledge management are context-specific and they can influence organizational effectiveness. This study examines the possible mediating role of knowledge management in the relationship between organizational culture, structure, strategy, and organizational effectiveness. A survey was conducted of 301 organizations. The results suggest that knowledge management fully mediates the impact of organizational culture on organizational effectiveness, and partially mediates the impact of organizational structure and strategy on organizational effectiveness. It reveals that there sources in an organization may be hierarchical. Knowledge may be one step closer to organizational effectiveness in the paths leading from organizational resources to organizational effectiveness.

Lee, Tien-Shang, Sukoco, Munir (2007), This study investigates the effects of entrepreneurial orientation and knowledge management capabilities on innovation, competence upgrading and organizational effectiveness among companies in Taiwan, listed in the Top 1000 Firms. The study also examines whether social capital moderates the effects of orientation and knowledge on effectiveness. It was found that entrepreneurial orientation has a positive influence on the capability of organization to manage their knowledge, on new product or process innovation, on the upgrading of their competence as well as on organizational effectiveness. Furthermore, knowledge management capabilities have a significant impact on innovation and organizational effectiveness.

### Conceptual Framework



**Figure 1. Conceptual Framework**

Source: Figure processed, 2020.

The figure above shows the conceptual framework to see whether both independent variable of Knowledge Management (X1) and Talent Management (X2) have an influence on Organizational Effectiveness (Y) partially and simultaneously.

## RESEARCH METHOD

### Research Approach

This research is used a quantitative research method. This study is conducted to analyze whether knowledge management and talent management influence the organizational effectiveness in radio stations that are in Manado. The time of this research during August to September 2020.

### Population, Sample, and Sampling Technique

Population in this research is the employee in a several Radio Stations in Manado. To determine the number of samples to be taken in this study, then the *Slovin* formula is used according to Sugiyono (2014: 65) with the formula:  $n = \frac{N}{1+Ne^2} = \frac{39}{1+39(0.05)^2} = 35.53$

With *margin of error* or *error tolerance* 0.05 or 5%. Based on the formula above, the sample size used is at least 35 samples of employees at several radio stations in Manado.

**Data Collection Method**

The data is obtained from the research objects by using questionnaire. The data of this research is gathered from questionnaire that distributed to the employee of Radio Stations in Manado.

**Operational Definition of Research Variables****Measurement of Research Variable****Table 1. Likert Scale**

Statement	Score
Strongly Agree	5
Agree	4
Uncertain	3
Disagree	2
Strongly Disagree	1

Source: *Research Method* (2009)

**Data Analysis Method****Validity and Reliability Test**

To test the validity of the research, the Pearson Product is used. Based on Sekaran and Bougie (2010), the variable could be classified as a good variable when the values are above 0.3.

According to Anastasi & Urbina (2002) Reliability refers to consistency of scores obtained by the same persons when they are reexamined with the same test on different occasions, or with different sets of equivalent items, or under other variable examining conditions. Alpha Cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one to another. Below 0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable. 0.7 indicates that the data is acceptable. 0.8 indicates good internal consistency or consider that the data result is reliable (Sekaran, 2003).

**Classical Assumption Test****Multicollinearity Test**

According to Ghozali (2016), multicollinearity test aims to determine whether the regression model found a correlation between independent variables or independent variables. Multicollinearity test is done by observing the value of tolerance and Variance Inflation Factor. If the value is higher than the tolerance value of 0.1 or VIF smaller than 10, then it can be concluded that there is no multicollinearity.

**Heteroscedasticity**

Heteroscedasticity test aims to test whether in the regression model there is a residual variance inequality one observation to another observation. A good research model is one that does not have heteroscedasticity (Ghozali, 2016).

**Normality Test**

According to Ghozali (2011: 160-165) states that: "The normality test aims to test whether in the regression model a confounding variable or residual has a normal distribution". In order to see the normality of data in this research, researcher used the Kolmogorov Smirnov test.

**Multiple Regression Analysis Method**

Cooper and Schindler (2003) stated that linear regression analysis is a technique to observed value or more than one X to estimate or predict corresponding Y value, with Knowledge Management ( $X_1$ ), Talent Management ( $X_2$ ), and Organizational Effectiveness (Y). The formula of multiple regression models in this research are shown:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \mu$$

**Coefficient of Correlation (R) and Coefficient of Determination (R<sup>2</sup>)**

"Coefficient of determination is used to show the percentage of variability in Y that can be explained by regression equation" (Newbold, et al, 2003; p.387). "Coefficient of Multiple Correlation is used to measure the strength of relationship between Y (dependent variables) and X (independent variables)" (Newbold, et al, 2003; p.432).

**Hypothesis Test (F-test and T-test)**

The F-test is a statistical test that conducted to determine whether significant relationship between the dependent variable and the set of all independent variables (Anderson, 2014). In F-test the result will show  $f_{\text{count}}$  greater than  $f_{\text{table}}$  as confidence level of 95% ( $\alpha = 0.05$ ).

According to Anderson (2014), a separate t-test conducted for each of the independent variable in the model. t-test is the statistical test intended to determine whether the independent variables partially influence the dependent variable or not. In t-test the result will show  $t_{\text{count}}$  greater than  $t_{\text{table}}$  it means the independent variables influence the dependent variable partially.

**RESULT AND DISCUSSION****Validity Test****Table 2. Validity Test Result**

Variable	Indicators	Pearson Correlation	Sig. Value	N	Status
Knowledge Management (X1)	X <sub>1.1</sub>	0.733	0.000	39	Valid
	X <sub>1.2</sub>	0.785	0.000	39	Valid
	X <sub>1.3</sub>	0.812	0.000	39	Valid
	X <sub>1.4</sub>	0.698	0.000	39	Valid
Talent Management (X2)	X <sub>2.1</sub>	0.771	0.000	39	Valid
	X <sub>2.2</sub>	0.637	0.000	39	Valid
	X <sub>2.3</sub>	0.723	0.000	39	Valid
	X <sub>2.4</sub>	0.453	0.004	39	Valid
	X <sub>2.5</sub>	0.407	0.010	39	Valid
	X <sub>2.6</sub>	0.641	0.000	39	Valid
	X <sub>2.7</sub>	0.681	0.000	39	Valid
	X <sub>2.8</sub>	0.590	0.000	39	Valid
	X <sub>2.9</sub>	0.523	0.000	39	Valid
	X <sub>2.10</sub>	0.601	0.000	39	Valid
	X <sub>2.11</sub>	0.695	0.000	39	Valid
Organizational Effectiveness (Y)	Y <sub>1.1</sub>	0.778	0.000	39	Valid
	Y <sub>1.2</sub>	0.729	0.000	39	Valid
	Y <sub>1.3</sub>	0.489	0.002	39	Valid
	Y <sub>1.4</sub>	0.768	0.000	39	Valid
	Y <sub>1.5</sub>	0.817	0.000	39	Valid
	Y <sub>1.6</sub>	0.802	0.000	39	Valid
	Y <sub>1.7</sub>	0.728	0.000	39	Valid

Source: The research data were processed using SPSS 23

All result in a pearson correlation above 0.30 with a significance value less than 0.05. Thus, the entire item statement of the research variable is valid.

**Reliability Test****Table 3. Reliability Test Result**

Variable	Cronbach's Alpha	N of Items	Status
X <sub>1</sub>	.726	4	Reliable
X <sub>2</sub>	.827	11	Reliable
Y	.847	7	Reliable

Source: The research data were processed using SPSS 23

All statements on the questionnaire were considered reliable *Cronbach's Alpha Based on Standardized Item Value* on each variable was  $> 0.60$ .

**Normality Test****Table 4. Normality Test Result**

		Unstandardized Residual
N		39
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.70092009
Most Extreme Differences	Absolute	.108
	Positive	.108
	Negative	-.089
Test Statistic		.108
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: The research data were processed using SPSS 23

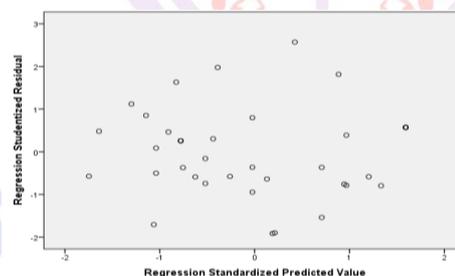
Based on the SPSS output table, it is known that the significance value of Asymp.Sig. (2-tailed) of 0.200 is greater than 0.05. Then accordance with the basis of decision making in the Kolmogorov-Smirnov normality test above, it can be concluded that the data is normally distributed.

**Multicollinearity Test****Table 5. Multicollinearity Test Result**

Model	Collinearity Statistics		Status
	Tolerance	VIF	
Knowledge Management	0.526	1.902	No Multicollinearity
Talent Management	0.526	1.902	No Multicollinearity

Source: The research data were processed using SPSS 23

Based on the table 4.10 tolerance value  $> 0.10$  and  $VIF < 10$ , it can be concluded that the independent variable does not have a multicollinearity relationship and can be used to predict knowledge management and talent management on organizational effectiveness.

**Heteroscedasticity Test****Figure 2. Heteroscedasticity Test**

Source: The research data were processed using SPSS 23

Based on the results of the image output, it shows that the parameter coefficient for all independent variables used in the study does not occur heteroscedasticity as seen from the scatterplot that spreads and does not form a certain pattern.

**Multiple Linear Regression Analysis****Table 6. Multiple Linear Regression**

Model	Unstandardized Coefficients		Standardized Coefficients Beta
	B	Std. Error	
1 (Constant)	1.607	2.931	
Knowledge Management	.645	.199	.394
Talent Management	.355	.082	.528

a. Dependent Variable: Organizational Effectiveness

Source: The research data were processed using SPSS 23

It can be expressed in the form of multiple linear regression equation as follows:

$$Y = 1.607 + 0.645 + 0.355 + e$$

### Multiple Regression Correlation Coefficient (R) and Coefficient of Determination Test (R<sup>2</sup>)

#### Correlation Coefficient (R)

**Table 7. Correlation Coefficient (R)**

Model	R
1	.849 <sup>a</sup>

a. Predictors: (Constant), Knowledge Management, Talent Management

b. Dependent Variable: Organizational Effectiveness

Source: The research data were processed using SPSS 23

Based on the value interval table shows a strong correlation between the independent variable and the dependent variable.

#### Coefficient Determination (R<sup>2</sup>)

**Table 8. Coefficient Determination (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.849 <sup>a</sup>	.721	.706	1.74753	1.979

a. Predictors: (Constant), Knowledge Management, Talent Management

b. Dependent Variable: Organizational Effectiveness

Source: The research data were processed using SPSS 23

Showing the R square value or the coefficient of 0.721, it can be seen that the resulting R<sup>2</sup> value is 0.721 or 72.10%. This figure explains that organizational effectiveness on objects Stations Radio in Manado is influenced by knowledge management and talent management by 72.10%, while the remaining 27.90% is influenced by other factors or variables not examined in this research.

#### F-Test

**Table 9. F-Test Result**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	284.369	2	142.184	46.559	.000 <sup>b</sup>
	Residual	109.939	36	3.054		
	Total	394.308	38			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Knowledge Management, Talent Management

Source: The research data were processed using SPSS 23

The table above shows the calculated F value of 46,559 with a significance level of 0.000, because the significance level is less than 0.05 (0.000 < 0.05) and F count is greater than F table (46,559 > 3.26), it can be stated that knowledge management and talent management together / simultaneously have a significant influence on organizational effectiveness.

#### t-Test

**Table 10. t-Test Result**

Model	t	t table	Sig.	Status
(Constant)	.548		.587	
Knowledge Management	3.248	2.02809	.003	<b>Accepted</b>
Talent Management	4.353	2.02809	.000	<b>Accepted</b>

a. Dependent Variable: Organizational Effectiveness

Source: The research data were processed using SPSS 23

The result shows there is a significant positive influence of Knowledge Management and Talent Management on Organizational Effectiveness in Radio Stations Manado.

### Discussion

As we know that radio is now decreasing their listeners from year to year because people are now using a modern technology and now radio begins to be forgotten especially young people now rarely listen to the radio and choose to use smartphone. Nevertheless, radio still have their loyal listeners that keeps accompany the listeners to do their daily activities. According to Megan Toro et al. (2014) Knowledge management is a management tool that can be used to support the achievement of organizational goals and show competitive advantage so that it can create good organizational performance. Based on the hypothesis result by using t-test about Knowledge Management it can be seen that Knowledge Management variable has a significant positive influence on Organizational Effectiveness partially. This means that the better the organization or company manages their company's knowledge and individual knowledge, then it will increase organizational effectiveness. This study also has the same results as research conducted by Zheng et. al (2009) which states that.

Knowledge Management is significantly positive related to Organizational Effectiveness. According to Cappelli (2008: 1), talent management is a process carried out by a company to anticipate and fulfill the company's need for human resources. Based on the hypothesis results of the variable by using t-test Talent Management has a significant influence on Organizational Effectiveness partially. This means that the increased of talent management will make the organizational management increase significantly. Good talent management will make the organization run effectively and be able to achieve goals effectively. The results of this study are supported by the results of research conducted by Ali. Z et. al (2019) who stated that talent management and career development are significantly related to organizational effectiveness in retail bank branches in Pakistan.

## CONCLUSION AND RECOMMENDATION

### Conclusion

1. Knowledge Management significantly influence the Organizational Effectiveness partially. If an organization or in this research object that is radio stations in Manado manage the knowledge owned by companies and individuals, the organizational effectiveness will be better.
2. Talent Management significantly influence the Organizational Effectiveness partially. Organizational or in this object radio stations in Manado have to pay attention to the talents which is owned by the applicant or employees who are already working at the company, it will further improve the organizational effectiveness.
3. Both Knowledge Management and Talent Management have a significant influence on Organizational Effectiveness in several Radio Stations in Manado simultaneously.

### Recommendation

It is recommended that radio stations in Manado can continue to increase their knowledge management activities so that they can provide new innovations and produce good organizational performance. By embedding an understanding of knowledge management in each existing department which later can have increase the effectiveness of the organization and make their radio stations in Manado able to maintain their existence in this digital era. Radio stations in Manado can continue to use talent management system in all radio departments and keep maintain it. Because by continuing to pay attention and manage the talent that company's need it will leverage the organizational effectiveness. Good talent management will make the organization run effectively and more efficient. The results of this study can also be used as a comparison and reference material for research, and as material for consideration to further future research by using different research objects to examine knowledge management and talent management on organizational effectiveness.

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