

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF KNOWLEDGE MANAGEMENT AND
TALENT MANAGEMENT ON EMPLOYEE DEVELOPMENT
AND EMPLOYEE PERFORMANCE OF
MYANMA SHIPYARDS**

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EMBA II - 31
EMBA 19th BATCH (ONLINE)**

JUNE, 2024

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ACADEMIC YEAR (2022 -2024)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Knowledge Management and Talent Management on Employee Development and Employee Performance of Myanmar Shipyards**” has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the mediating effect of employee development between knowledge management and employee performance, and to analyze the mediating effect of employee development between knowledge management and employee performance of Myanmar Shipyards. Myanmar Shipyards, comprising 145 employees, serves as the research context. The study employs a census sampling method with the entire population. Primary data are gathered through structured questionnaires via personal interviews, enabling a detailed exploration of employee perspectives. Secondary data are collected from previous papers, thesis papers, journals, relevant text books, records, websites, and online sources. Data analysis utilizes both descriptive and linear regression methods to examine the mediating effect of employee development between knowledge management and employee performance, and talent management and employee performance. The findings of this study indicate that employee development mediates the relationship between knowledge management and employee performance. Additionally, employee development serves as a mediating factor between talent management and employee performance. Employee development activities like training and coaching significantly support the positive effect of knowledge management and talent management on employee performance. Therefore, Myanmar Shipyards needs to offer extensive training programs, recruit talented individuals, implement succession planning, and enhance employee development. These efforts aim to ensure efficient and effective employee performance, ultimately achieving sustainable growth.

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LIST OF ABBREVIATIONS

BOS	-	Behavioral Observation Scales
CAD	-	Computer Aided Design
HR	-	Human Resource
IT	-	Information Technology
KM	-	Knowledge Management
MS	-	Myanma Shipyards
SECI	-	Socialization–Externalization–Combination–Internalization
SPSS	-	Statistical Package for the Social Sciences
TM	-	Talent Management

CHAPTER 1

INTRODUCTION

Knowledge management is intimately connected to employee performance because it provides individuals with the resources and assistance they need to succeed in their roles. Employees can improve their decision-making and problem-solving abilities by utilizing knowledge management systems. KM facilitates smooth knowledge transfer from experienced to new employees, ensuring that key insights are kept inside the organization and efficiently utilized. Furthermore, KM encourages a culture of continuous learning and improvement, allowing employees to stay current on industry trends and advancements, resulting in greater levels of performance and productivity throughout the organization.

Knowledge management is the systematic process of identifying, capturing, organizing, storing, sharing, and applying knowledge to improve organizational performance and achieve strategic objectives (Alavi & Leidner, 2001). KM is essential for employee development because it promotes the efficient sharing, maintenance, and use of organizational information. By capturing insights from experienced employees and making them available to others, knowledge management guarantees that important information is shared throughout the employees, encouraging individuals to learn and grow in their professions. Employees may acquire access to training materials, best practices, and collaboration platforms via knowledge management systems, encouraging a culture of continual learning and skill development. Furthermore, knowledge management encourages the formation of communities of practice where employees may exchange ideas, solve problems collaboratively, and innovate, which will enhance their professional development path.

Knowledge acquisition is the systematic process through which individuals and organizations gather, absorb, and internalize new information and skills. This process can involve various activities such as learning, training, observation, research, and interaction with others. It is essential for enhancing cognitive abilities and expanding the knowledge base necessary for effective decision-making and problem-solving (Davenport & Prusak, 1998). Knowledge acquisition involves multiple stages, including the identification of knowledge needs, the sourcing of relevant information, and the integration of new knowledge into existing frameworks. It often requires leveraging both explicit knowledge, which is easily codified and transferred, and tacit knowledge, which is more experiential and context-specific (Polanyi, 1966). Knowledge acquisition is the continuous process

through which individuals and organizations obtain and assimilate information, skills, and expertise from various sources, facilitating innovation and improvement (Nonaka & Takeuchi, 1995). Knowledge acquisition refers to the systematic approach of collecting, interpreting, and assimilating information from both internal and external sources, aimed at enhancing organizational knowledge and capability (Alavi & Leidner, 2001). Knowledge acquisition is the process through which organizations capture, develop, and transfer knowledge, which can be used to improve organizational processes and achieve competitive advantage (Argote & Ingram, 2000).

Knowledge conversion can be defined as the process of transforming individual knowledge into organizational knowledge (Nonaka & Takeuchi, 1995). Researchers emphasize the dynamic nature of this process, which involves converting tacit knowledge into explicit knowledge and vice versa. Knowledge conversion can be defined as the process through which personal knowledge is articulated, communicated, and made explicit (Polanyi, 1966). Knowledge conversion can be defined as the transformation of knowledge from one form to another, such as from tacit to explicit, or from individual to organizational knowledge, often facilitated by socialization, externalization, combination, and internalization processes (Leonard & Sensiper, 1998).

Knowledge sharing can be defined as the exchange of knowledge among individuals, groups, or organizations (Alavi & Leidner, 2001). It encompasses the voluntary provision of information, insights, and best practices to facilitate learning and problem-solving. Knowledge sharing refers to the voluntary exchange of expertise, insights, and experiences among individuals or groups within an organization (Wang & Noe, 2010). Knowledge sharing is recognized as a critical process within organizations for leveraging internal expertise, fostering innovation, and enhancing organizational performance (Nonaka & Takeuchi, 1995). Knowledge sharing can be defined as the willful application and transferring of individual's ideas, insights, knowledge and solutions to others (Turban et al., 2004).

Knowledge application can be defined as the use of knowledge to accomplish tasks or solve problems (Holsapple & Joshi, 2002). Knowledge application can be defined as the process from which task performance or problem solving can directly apply knowledge. Knowledge may be acquired and used by individuals or by whole teams (Ajmal & Koskinen, 2008). Knowledge application can be defined as the act of leveraging knowledge assets to perform tasks, solve problems, or make decisions (Fernandez & Sabherwal, 2001).

Talent management recognizes high-potential individuals and develops customized development plans to cultivate their skills and competences, thereby connecting individual growth with organizational goals. Talent management promotes a culture of continual learning and skill growth in the workplace by offering chances for training, mentoring, and career promotion. Furthermore, talent management is critical in succession planning, assuring a pipeline of skilled candidates for important posts, which promotes employee engagement and retention. Ultimately, effective talent management practices contribute to the professional growth and success of employees, driving organizational performance and competitiveness in the long run.

Talent management refers to the strategic process of identifying, attracting, developing, and retaining skilled individuals within an organization to ensure its long-term success (Beardwell & Claydon, 2007). Talent management is the process of strategically identifying, attracting, developing, and retaining high-potential workers within an organization. Talent acquisition can be defined as the process of finding, attracting, and engaging skilled candidates to fill roles within an organization (Bersin, 2015). Talent acquisition can be defined as the process by which organizations identify, attract, select, and onboard individuals with the necessary skills and attributes to meet current and future organizational needs (Breaugh, 2008). Talent acquisition can be defined as the strategic process of identifying, attracting, and onboarding top talent to efficiently and effectively meet dynamic business needs (Rothwell & Arnold, 2007).

Talent development can be defined as the process of identifying and fostering the skills and abilities of employees to enhance their performance and potential for future roles within the organization (Cappelli, 2008). Talent development defined as the deliberate and systematic effort to enhance employees' skills, knowledge, and competencies through training, learning opportunities, and career development initiatives (Aguinis & Kraiger, 2009). Talent development can be defined as the intentional cultivation of an individual's skills, competencies, and knowledge to enhance their performance and potential for future roles within the organization (Lewis & Heckman, 2006). Talent development can be defined as the systematic, strategic process of identifying, developing, and retaining individuals who meet current or future organizational needs (Rothwell & Lindholm, 1999).

Talent retention can be defined as the exceptional capabilities and potential individuals possess that enable them to excel in specific roles or functions within an organization (Rothwell & Arnold, 2007). Talent can be defined as a natural ability or aptitude, particularly one for learning or acquiring skills (Gardner, 1993). Talent retention

can be defined as the systematic strategies and practices implemented by organizations to minimize employee turnover and preserve the knowledge, skills, and expertise critical to business success (Hewitt Associates, 2008). Talent retention can be defined as the process of managing and implementing strategies, policies, and practices to retain key talent and reduce turnover of high-performing employees (Armstrong & Taylor, 2014).

Employee performance and growth are mutually reinforcing and dynamic. Employee development activities, like as training programs, mentoring, and continuing education opportunities, act as catalysts for improving individual talents. Employees are more suited to perform their job tasks as they gain new skills, knowledge, and competences as a result of these development activities. Improved performance, in turn, underscores the importance of employee development by demonstrating the practical application of newly acquired abilities and contributing to organizational success. Furthermore, a commitment to employee development generates a culture of continual learning and progress, which not only maintains high performance but also promotes employee engagement, retention, and organizational agility in the face of changing challenges and opportunities.

Employee development is a company process activity in developing employee skills and abilities so that they can find out what abilities they have, and so that the company can assign positions and tasks to employees according to the abilities of each employee (Noe, 2017). As a result, employee development is a strategic investment in unlocking and optimizing employees' potential, which leads to improved performance results and organizational competitiveness.

Employee performance refers to the extent to which an individual fulfills their job responsibilities and achieves objectives set by their organization, demonstrating competence, productivity, and contribution to organizational goals (Armstrong & Baron, 2004). Employee performance is the measure of an individual's effectiveness in accomplishing assigned tasks and responsibilities, considering both quantitative and qualitative aspects, and reflecting their skills, knowledge, attitude, and behavior in the workplace (Aguinis, 2019). Performance can be defined as the execution or achievement of tasks, duties, or functions, often evaluated against predetermined criteria such as efficiency, effectiveness, and quality (Borman & Motowidlo, 1993).

Myanmar Shipyard is a state enterprise that has been in operation for more than 50 years. Employee efficiency and capacity expansion are required to manufacture the necessary products in response to the changing economic market. This study examines the effect of knowledge management and talent management on employee development and

employee performance at Myanma Shipyards. By investigating the relationship, this study aims to uncover essential factors that contribute to or impede sustainable development efforts by researching how employee performance affects the environmental, social, and economic components of sustainability within the shipyard setting.

1.1 Rationale of the Study

The strategic location of Myanmar within Southeast Asia, coupled with its extensive coastline and abundant internal water routes, presents ample opportunities for the country's sustained economic development through the shipbuilding and ship repair sectors. Over the centuries, Myanmar has made significant strides in shipbuilding, revolutionizing passenger travel, coastal freight transportation, and domestic cargo movement. These advancements have not only propelled the maritime transportation sector forward but have also expedited its overall growth.

Although there have always been traditional shipyards, MS was founded in 1970 as a response to market demands and funding from the government. MS builds a wide range of vessels, including cargo ships, passenger ferries, fishing boats, naval ships, dredgers, pollution-control vessels, and offshore supply vessels that meet International Association of Classification Societies (IACS) standards.

For more than 50 years, MS has built 530 new vessels and repaired 1667 existing ones for domestic and international customers. MS has achieved significant milestones by receiving orders from shipping companies in China, Indonesia, and Singapore, as well as building and delivering new ships.

Even though MS is a state-owned enterprise, it has captured a sizable portion of the Southeast Asian market share by building modern ships to meet customer specifications and sustaining high customer satisfaction levels through outstanding employee performance. Employee performance plays a pivotal role in firm sustainable development as it directly influences productivity, innovation, and the ability to adapt to changing environmental and societal challenges. Poor employee performance reduces product quality and productivity, undermines consumer trust, and can result in market share loss.

The absence of sufficient knowledge management might have a negative impact on staff performance. Without a systematic system for capturing, sharing, and accessing knowledge, employees may struggle to identify important information, resulting in inefficiencies and errors in their job. Furthermore, the absence of centralized information repositories might result in duplicative efforts and missed possibilities for innovation.

Furthermore, without systems in place to transfer tacit knowledge from experienced employees to newcomers, significant expertise may be lost when individuals leave the organization. Overall, a lack of efficient knowledge management can restrict employee performance by limiting access to vital information, preventing cooperation, and impeding organizational learning and progress.

Employee development is essential for enhancing the performance of Myanma Shipyard's workforce, as it equips employees with the necessary skills, knowledge, and abilities to meet the industry's demands and excel in their roles. Knowledge development is a foundational element in nurturing employee growth and development. Talent development is a crucial component of employee development as it identifies and nurtures individuals with unique skills and potential.

The absence of effective talent management can detrimentally impact employee performance in several ways. Without clear direction or support for skill development and career progression, employees may feel disengaged or undervalued, leading to decreased motivation and productivity. Additionally, the lack of structured performance evaluation and feedback mechanisms can result in uncertainty about expectations and goals, hindering individual and organizational performance. Furthermore, without proper talent management practices in place, organizations may struggle to identify and retain top talent, leading to high turnover rates and disruptions in workflow. Overall, the absence of talent management can significantly impede employee performance and ultimately affect the success and competitiveness of the organization.

Talent management is essential for improving employee performance by matching individual strengths and goals with organizational objectives. Organizations can increase employee performance by implementing effective talent management methods such as performance reviews, feedback mechanisms, and skill development initiatives. Furthermore, talent management develops a culture of recognition and rewards for great achievers, which motivates employees to continually deliver excellent work. Organizations may boost productivity, innovation, and overall success by investing in talent management techniques that focus on performance improvement and development.

Myanmar shipyards is a state-owned enterprise, and it was able to build ships and export them abroad, and earn foreign currency by repairing foreign ships. In order to do so, employee performance of MS plays a very important role. High-performing employees at MS are crucial for ensuring safety, quality, efficiency, and overall success, while poor performance can lead to a cascade of issues impacting the shipyard's reputation and

financial health. This paper presents the knowledge management practices of Myanmar Shipyards.

1.2 Objectives of the Study

The objectives of the study are as follow;

1. To analyze the mediating effect of employee development between knowledge management and employee performance of Myanmar Shipyards
2. To analyze the mediating effect of employee development between talent management and employee performance of Myanmar Shipyards

1.3 Scope and Method of the Study

This study focuses only on knowledge management, talent management, employee development, and employee performance of MS. There are 145 employees at Myanmar Shipyards. The sample size is 145 by using the census sampling method. Primary data are collected by personal interviews with structured questionnaires. Both the descriptive method and the linear regression method are used for data analysis. Secondary data are collected from previous papers, other human resource papers, thesis papers, journals, relevant text books, records, websites, and online sources.

1.4 Organization of the Study

This paper has five chapters. The first chapter is an introduction with rationale of the study, objectives of the study, scope and method of the study and organization of the study. The second chapter looks into the theoretical background that is related to knowledge management, talent management, employee development, and employee performance as well as the empirical studies and the conceptual framework of the study. Chapter three presents the profile and knowledge management practices of MS. The fourth chapter is showing the results from analysis on the mediating effect of employee development between knowledge management and employee performance, and also between talent management and employee performance. Finally, chapter five gives the conclusion, which includes findings, discussions, recommendations, suggestions, and needs for future research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter focus on theoretical background of the study. The study provides an extensive overview of the theoretical underpinnings of knowledge management, talent management and employee development, as well as an in-depth analysis of how these factors affect employee performance. The final part of this chapter focuses on an empirical analysis based on previous research papers and explicates the conceptual framework of the study.

2.1 Knowledge Management

Knowledge management is a deliberate, systematic business optimization strategy that selects, distills, stores, organizes, packages, and communicates information essential to the business of a company in a manner that improves employee performance and corporate competitiveness (Bergeron, 2003). KM is the process of capturing, creating, sharing, and leveraging knowledge to achieve organizational objectives (Dalkir, 2013). KM comprises a range of management practices to create, identify, store, diffuse, replicate, and apply knowledge within organizations (Augier & Teece, 2018). KM is the systematic, explicit, and deliberate building, renewal, and application of knowledge to maximize an enterprise's knowledge-related effectiveness and returns from its knowledge assets (Wiig, 1997). KM is the capability of a company to create new knowledge, disseminate it throughout the organization, and embody it in products, services, and systems (Nonaka & Takeuchi, 1995). The distinction between explicit and tacit knowledge lies in the different ways in which they can be transferred: explicit knowledge can be expressed and shared between people and organizations; on the other hand, tacit knowledge (skills, know-how, and contextual knowledge) is only evident through application, and its transfer is costly and slow (Nonaka, 1994).

KM is essential for organizations seeking to thrive in today's knowledge-driven economy. By effectively managing their intellectual capital, organizations can drive innovation, foster learning, strengthen customer relationships, promote collaboration, and mitigate risks. Embracing KM as a strategic priority can position organizations for long-term success and resilience in an increasingly competitive business landscape. The goal of KM, an increasingly important discipline, is to use this intangible asset to improve

organizational performance, to create value, to enhance competitiveness, and to drive innovation.

Knowledge is increasingly recognized as a strategic asset that provides organizations with a sustainable competitive advantage (Dalkir, 2013). KM facilitates innovation and informed decision-making by ensuring that relevant information and expertise are accessible to decision-makers (Alavi & Leidner, 2001). KM fosters organizational learning by enabling the continuous creation, sharing, and application of knowledge (Nonaka & Takeuchi, 1995). Effective KM enhances customer relationships and service quality by enabling organizations to better understand customer needs and preferences (Gold et al., 2001). KM platforms and tools facilitate collaboration and knowledge sharing among employees, teams, and departments (Wasko & Faraj, 2005). KM plays a critical role in mitigating knowledge loss and managing risks associated with employee turnover, retirement, or organizational changes (Zack, 1999).

Knowledge management constitutes a strategic imperative for organizations striving to thrive in today's knowledge-intensive environments (Alavi & Leidner, 2001; Bhatt, 2001). At the heart of effective KM lie four fundamental elements: knowledge acquisition, knowledge conversion, knowledge sharing, and knowledge application. Knowledge acquisition involves the systematic gathering of both tacit and explicit knowledge from internal and external sources (Nonaka & Takeuchi, 1995). Knowledge conversion refers to the transformation of individual insights into organizational knowledge through processes such as socialization, externalization, combination, and internalization (Nonaka et al., 2000). Knowledge sharing entails the dissemination of knowledge among individuals and groups within the organization, fostering collaboration and organizational learning (Wasko & Faraj, 2005). Finally, knowledge application involves the utilization of knowledge assets to make informed decisions, solve problems, and create value for the organization (Grant, 1996). These interconnected elements form the foundation of effective KM practices, enabling organizations to leverage their intellectual capital for competitive advantage and innovation.

Measuring the effectiveness of knowledge management necessitates the identification and assessment of various dimensions within each element. In knowledge acquisition, dimensions may include the breadth and depth of information gathered, the frequency and relevance of updates, and the alignment of acquired knowledge with organizational goals (Choi & Lee, 2003). Tools such as surveys, interviews, and content analysis can be employed to gauge the comprehensiveness and accuracy of knowledge

acquisition efforts, while metrics such as knowledge redundancy and uniqueness ratios can provide insights into the novelty and value of acquired knowledge (Alavi & Tiwana, 2002). Similarly, in knowledge conversion, dimensions may encompass the speed and efficiency of knowledge transfer, the extent of knowledge codification and personalization, and the degree of alignment between individual and organizational knowledge (Argote & Ingram, 2000). Techniques like social network analysis and knowledge mapping can help visualize knowledge flows and identify bottlenecks or gaps in the conversion process, while metrics such as knowledge reuse rates and innovation indices can quantify the impact of converted knowledge on organizational performance (Nonaka & Krogh, 2009).

To measure knowledge sharing effectively, dimensions could include the accessibility and usability of shared knowledge, the level of participation and engagement in knowledge-sharing activities, and the degree of trust and reciprocity among knowledge contributors (Wasko & Faraj, 2005). Surveys, peer assessments, and social network analysis can be employed to evaluate the effectiveness of knowledge-sharing platforms and initiatives, while metrics such as knowledge contribution frequency and diversity indices can quantify individual and collective knowledge-sharing behaviors (Bock et al., 2005). Finally, in knowledge application, dimensions may involve the relevance and timeliness of applied knowledge, the extent of knowledge integration into decision-making processes, and the alignment of applied knowledge with desired outcomes (Zack, 1999). Case studies, performance evaluations, and expert assessments can be utilized to assess the impact of applied knowledge on organizational performance and innovation outcomes, while metrics such as knowledge utilization rates and return on knowledge investment can provide insights into the efficiency and effectiveness of knowledge application efforts (Grant, 1996).

(a) Knowledge Acquisition

Knowledge acquisition is the process of identifying, collecting, and integrating information and expertise from various sources, both internal and external to an organization. It involves the systematic gathering of explicit knowledge, which is codified and easily transferable through formal channels, as well as tacit knowledge, which is deeply embedded in individuals' experiences and difficult to articulate (Alavi & Leidner, 2001). Knowledge acquisition encompasses activities such as data mining, research, learning, and networking, aimed at capturing and leveraging organizational knowledge to enhance decision-making, innovation, and performance (Nonaka & Takeuchi, 1995).

In the context of business management, knowledge acquisition is crucial for organizations to maintain competitiveness and drive sustainable growth. By actively seeking and assimilating new knowledge, organizations can stay ahead of industry trends, identify emerging opportunities, and mitigate risks (Choo & Bontis, 2002). Effective knowledge acquisition processes enable organizations to leverage their intellectual capital, foster a culture of continuous learning, and enhance collaboration among employees (Argyris & Schön, 1978). Moreover, knowledge acquisition facilitates the development of organizational capabilities, enabling firms to adapt to changing market dynamics, improve operational efficiency, and innovate in products and services (Grant, 1996). Overall, knowledge acquisition serves as a strategic enabler for organizations seeking to capitalize on their knowledge assets and achieve long-term success in a competitive business environment.

(b) Knowledge Conversion

Knowledge conversion as the dynamic interaction between tacit and explicit knowledge, leading to the creation of new knowledge (Choo, 2006). Nonaka and Toyama (2003) proposed a model of knowledge conversion known as the SECI model, which distinguishes four modes of knowledge conversion: Socialization (tacit-to-tacit), Externalization (tacit-to-explicit), Combination (explicit-to-explicit), and Internalization (explicit-to-tacit). Socialization involves the sharing of tacit knowledge through direct interaction and experience, while externalization involves articulating tacit knowledge into explicit forms such as documents or diagrams. Combination refers to the synthesis of existing explicit knowledge into new forms, while internalization involves the process of embodying explicit knowledge into individuals' tacit understanding through learning and practice.

In the context of organizational management, knowledge conversion is crucial for enhancing organizational capabilities, fostering innovation, and facilitating strategic decision-making (Nonaka, 1994). By enabling the fluid movement of knowledge across different forms and levels within an organization, knowledge conversion enhances organizational agility, adaptability, and responsiveness to change (Nonaka & Krogh, 2009). Moreover, effective knowledge conversion processes facilitate the integration of diverse perspectives and expertise, promoting cross-functional collaboration and synergy (Choi & Lee, 2003). Additionally, knowledge conversion supports organizational learning initiatives, enabling individuals to acquire, assimilate, and apply knowledge effectively in

their daily activities (Nonaka & Konno, 1998). Overall, knowledge conversion serves as a dynamic mechanism for organizations to harness their intellectual capital and drive continuous improvement, innovation, and sustainable competitive advantage.

(c) Knowledge Sharing

Knowledge sharing is the process of disseminating, exchanging, and transferring knowledge among individuals or groups within an organization (Alavi & Leidner, 2001). It involves the voluntary transmission of both explicit and tacit knowledge through various channels such as meetings, discussions, documents, databases, and social media platforms (Wang & Noe, 2010). Knowledge sharing plays a pivotal role in fostering collaboration, enhancing organizational learning, and promoting innovation (Wasko & Faraj, 2005). It enables individuals to leverage the collective expertise and experience of their peers, facilitating problem-solving, decision-making, and performance improvement initiatives (Argote & Ingram, 2000).

In the context of organizational management, knowledge sharing is instrumental in driving organizational effectiveness and competitive advantage. By facilitating the flow of information and expertise across functional and hierarchical boundaries, knowledge sharing enhances coordination, communication, and decision-making processes (Hansen et al., 1999). Moreover, knowledge sharing nurtures a culture of trust, openness, and mutual respect within an organization, fostering employee engagement, satisfaction, and retention (Husted & Michailova, 2002). Furthermore, knowledge sharing enables organizations to capture and capitalize on their intellectual capital, creating a reservoir of shared knowledge that can be leveraged to address challenges, seize opportunities, and adapt to changing market dynamics (Hooff & Ridder, 2004). Overall, knowledge sharing serves as a strategic enabler for organizations seeking to harness their collective intelligence and drive sustainable growth and innovation.

(d) Knowledge Application

Knowledge application can be defined as the process of integrating knowledge into organizational practices and processes, enabling individuals and teams to effectively use knowledge to improve performance and innovation (Hislop, 2013). It involves the practical utilization of both explicit and tacit knowledge to address specific challenges, seize opportunities, and achieve organizational goals (Nonaka & Takeuchi, 1995). Knowledge application encompasses activities such as problem-solving, innovation, decision-making,

and skill execution, all aimed at leveraging organizational knowledge to enhance performance and competitive advantage (Grant, 1996).

In the context of organizational management, knowledge application is instrumental in driving organizational effectiveness, innovation, and strategic success. By effectively applying knowledge, organizations can improve operational efficiency, optimize processes, and deliver superior products and services to customers (Argote & Spekter, 2011). Moreover, knowledge application fosters innovation by enabling individuals to combine and reconfigure existing knowledge in novel ways, leading to the development of new products, processes, and business models (Nonaka & Takeuchi, 1995). Furthermore, knowledge application enhances decision-making by providing decision-makers with access to relevant information, insights, and expertise, enabling them to make informed and timely decisions (Grant, 1996). Overall, knowledge application serves as a critical enabler for organizations seeking to translate their intellectual capital into tangible outcomes and achieve sustainable growth and competitive advantage.

2.2 Talent Management

Talent management is a holistic approach to ensuring that a company not only attracts the best people but also cultivates their potential and ensures their commitment in the long run (Bouteraa & Bouaziz, 2023). Talent management refers to the systematic attraction, identification, development, engagement, retention, and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles (Gubman, 1996). Talent management is the process of ensuring that the organization has the quantity and quality of people in place to meet its current and future business priorities (Bersin, 2006). Talent management encompasses activities such as succession planning, talent review processes, performance management, leadership development, learning and development programs, and workforce planning (Silzer & Dowell, 2010). Talent management is the implementation of integrated strategies or systems designed to improve processes for recruiting, developing, and retaining people with the required skills and aptitude to meet current and future organizational needs (Scullion & Collings, 2011).

Talent Management contributes to improved organizational performance by ensuring that the right people are in the right roles at the right time. Effective TM practices such as talent acquisition, performance management, and career development help in optimizing employee performance and productivity (Collings & Mellahi, 2009).

Organizations with robust TM systems can better align their human resources with strategic objectives, leading to increased efficiency and effectiveness (Huselid, 1995).

Talent Management plays a critical role in fostering innovation by creating an environment that encourages creativity and knowledge sharing. When organizations invest in developing their employees' skills and capabilities, they are more likely to generate innovative ideas and solutions (Scullion & Collings, 2011). TM practices such as leadership development and continuous learning initiatives help in building a culture of innovation and continuous improvement (Ulrich & Smallwood, 2012).

Talent Management is crucial for maintaining a competitive advantage in the ever-changing business environment. Organizations that effectively manage their talent are better equipped to respond to market challenges and opportunities. By identifying and nurturing high-potential employees, organizations can build a pipeline of future leaders who can drive strategic initiatives and sustain competitive differentiation (Barney, 1991). TM also helps in retaining top talent, reducing turnover costs, and preserving organizational knowledge and expertise (Gubman, 1996).

Talent Management supports organizational growth and sustainability by aligning talent strategies with long-term business goals. Through strategic workforce planning and succession planning, organizations can ensure they have the necessary skills and leadership capabilities to support growth and navigate future challenges (Silzer & Dowell, 2010). TM practices that focus on employee engagement and development contribute to building a committed and motivated workforce, which is essential for sustainable success (Lawler, 2008).

In today's dynamic and competitive business landscape, the effective management of talent has become a critical strategic imperative for organizations seeking sustained success and competitive advantage. Talent management encompasses a comprehensive set of practices aimed at attracting, developing, and retaining skilled and motivated individuals who are essential to achieving organizational goals and driving performance excellence (Bersin, 2006). The elements of talent management—talent acquisition, talent development, and talent retention—are foundational pillars that underpin the success of modern organizations (Cappelli, 2008). Talent acquisition involves the strategic identification and recruitment of individuals possessing the requisite skills, competencies, and cultural fit to meet current and future organizational needs (Collings & Mellahi, 2009). Talent development focuses on nurturing and enhancing the capabilities of employees through training, mentorship, and career advancement opportunities, thereby fostering a

culture of continuous learning and professional growth (Silzer & Dowell, 2010). Talent retention, on the other hand, revolves around implementing strategies to engage, motivate, and retain high-performing employees, thereby mitigating turnover and preserving organizational knowledge and expertise (Schaufeli & Bakker, 2004).

Talent management comprises several dimensions that organizations must consider to effectively attract, develop, and retain top talent. These dimensions include talent acquisition, talent development, and talent retention. Talent acquisition involves sourcing, selecting, and hiring individuals with the right skills and capabilities to meet organizational needs. Talent development focuses on nurturing and enhancing employees' skills, knowledge, and potential through training, coaching, and career development initiatives. Talent retention encompasses strategies aimed at creating an engaging work environment, providing opportunities for advancement, and fostering employee loyalty and commitment (Boudreau & Ramstad, 2005).

(a) Talent Acquisition

Talent acquisition is the strategic process of identifying, attracting, and hiring individuals with the skills, knowledge, and attributes necessary to fulfill organizational needs and objectives. It involves proactive sourcing, recruitment, selection, and onboarding to build a high-performing workforce (Boudreau & Ramstad, 2005). Talent acquisition plays a pivotal role in shaping the success and competitiveness of organizations in today's dynamic business environment. First and foremost, effective talent acquisition ensures that organizations have the human capital necessary to achieve their strategic objectives (Guthridge et al., 2008). By attracting top talent, organizations can gain a competitive edge in the marketplace, as skilled and capable employees are essential for driving innovation, productivity, and business growth (Barney, 1991). Furthermore, talent acquisition contributes to building a diverse and inclusive workforce, which has been shown to enhance creativity, problem-solving, and decision-making within organizations (Cox & Blake, 1991). Additionally, a well-executed talent acquisition process can enhance employer branding, positioning the organization as an employer of choice and attracting high-caliber candidates (Collins & Stevens, 2002).

(b) Talent Development

Talent development refers to the systematic process of nurturing and enhancing the skills, knowledge, and capabilities of employees to maximize their potential and

contribution to organizational success. It involves providing learning opportunities, training programs, and career development initiatives aimed at fostering continuous growth, learning, and career advancement (Silzer & Dowell, 2010). Talent development is crucial for organizations seeking to build a skilled, adaptable, and high-performing workforce. Firstly, investing in talent development fosters employee engagement and satisfaction by demonstrating a commitment to their personal and professional growth (Saks & Belcourt, 2006). Talent development is integral to organizational success as it enables employees to adapt to evolving job requirements, industry trends, and technological advancements (McDonnell & Collings, 2019). By investing in talent development, organizations can build a skilled and adaptable workforce capable of driving innovation, productivity, and competitive advantage (Collings & Mellahi, 2009). Moreover, talent development initiatives enhance employee engagement, satisfaction, and retention by demonstrating a commitment to employees' professional growth and career advancement (Gibbons, 2014). Furthermore, talent development fosters a culture of continuous learning and improvement within the organization, encouraging knowledge sharing, collaboration, and creativity (Garavan et al., 2012).

(c) Talent Retention

Talent retention refers to the strategic efforts made by organizations to retain their top-performing and high-potential employees within the organization. It involves implementing policies, practices, and initiatives aimed at creating a supportive and engaging work environment that encourages employees to stay with the organization and remain committed to its goals and objectives (Allen et al., 2010).

Talent retention is crucial for organizations to maintain continuity, stability, and competitiveness in the marketplace. High employee turnover can result in significant costs related to recruitment, training, and lost productivity (Huselid, 1995). By retaining top talent, organizations can preserve valuable institutional knowledge, expertise, and relationships, ensuring business continuity and minimizing disruption (Pfeffer, 1998). Furthermore, retaining key employees contributes to building a strong employer brand and reputation, enhancing the organization's ability to attract and retain talent in the future (Boudreau & Ramstad, 2005). Moreover, a stable workforce fosters a positive organizational culture and employee morale, leading to higher levels of engagement, satisfaction, and productivity (Schaufeli & Bakker, 2004).

2.3 Employee Development

Employee development is grounded in several theoretical frameworks that elucidate its importance and impact on organizational outcomes. Human capital theory posits that investments in employee development lead to the accumulation of skills and knowledge within the workforce, which in turn enhances organizational productivity and performance (Becker, 1964). Social learning theory suggests that employees learn from observing others and engaging in social interactions, emphasizing the role of mentorship, coaching, and peer learning in fostering employee development (Bandura, 1977). Career development theory highlights the importance of providing employees with opportunities for skill acquisition and advancement to foster their career growth and job satisfaction, thereby increasing organizational commitment and performance (Super, 1957).

Employee development equips employees with the necessary skills and knowledge to perform their roles more effectively, leading to increased productivity and quality of work (Noe, 2017). Investing in employee development demonstrates a commitment to employees' growth and career advancement, which can enhance employee satisfaction and reduce turnover (Cascio, 2018). Continuous learning and skill development enable employees to adapt to changing market demands, innovate new solutions, and contribute to organizational agility and competitiveness (Gibb, 1999). Employee development programs identify and nurture high-potential talent within the organization, facilitating succession planning and ensuring a pipeline of capable leaders for future roles (Rothwell & Kazanas, 2003).

To measure employee development effectively, organizations utilize various quantitative and qualitative methods to assess the progress and impact of developmental initiatives. One way to measure employee development is through performance metrics. These metrics can include quantitative assessments of individual and team performance, such as sales figures, productivity levels, project completion rates, and customer satisfaction scores. By comparing pre-training and post-training performance data, organizations can gauge the effectiveness of training programs and other developmental interventions (Phillips & Phillips, 2016). Skill assessments involve evaluating employees' proficiency levels in specific competencies before and after participating in development programs. This can be done through self-assessments, supervisor evaluations, or standardized tests. By tracking improvements in skill levels over time, organizations can measure the impact of training and development efforts on employees' capabilities (Rothwell & Lindholm, 2013).

2.4 Employee Performance

Employee performance is the accomplishment or execution of tasks, duties, and responsibilities associated with a particular job role, often assessed against predetermined objectives and standards (Armstrong & Baron, 2004). Employee performance management as a continuous process of identifying, measuring, and developing employee performance to meet organizational objectives (Dessler, 2017). Employee performance refers to the manner in which an employee executes their job duties, including the quality, quantity, and timeliness of work, as well as their adherence to organizational policies and standards (Bacal, 2011).

Efficiently managed employee performance leads to increased productivity levels within the organization. When employees understand their roles, receive adequate training, and are provided with clear expectations, they are more likely to perform their tasks effectively and contribute to organizational goals (Robbins & Judge, 2019). A focus on employee performance fosters higher levels of engagement and satisfaction among employees. When individuals feel valued and recognized for their contributions, they are more likely to be motivated and committed to their work, leading to greater job satisfaction and reduced turnover rates (Saks, 2006). Managing employee performance ensures that individual goals are aligned with organizational objectives. By setting clear expectations and providing feedback, organizations can ensure that employees understand how their work contributes to the overall success of the company, thereby enhancing organizational alignment and coherence (Aguinis, 2019). Effective performance management encourages a culture of continuous improvement and innovation within the organization. By regularly evaluating performance and providing opportunities for feedback and development, organizations can encourage employees to identify areas for improvement and contribute new ideas, leading to innovation and adaptability (DeNisi & Murphy, 2017). In today's dynamic business environment, organizations must maintain a competitive edge. Managing employee performance strategically can serve as a source of competitive advantage by ensuring that employees possess the necessary skills and capabilities to meet evolving customer demands and market trends (Pfeffer, 1998).

Measuring employee performance involves assessing the extent to which employees meet established objectives, fulfill job responsibilities, and contribute to organizational goals. KPIs are quantifiable metrics that reflect the performance of individuals or teams in achieving specific objectives or targets. These can include measures such as sales revenue, customer satisfaction scores, production output, or project

completion rates (Bernardin & Beatty, 2014). Performance appraisals involve systematic evaluations of an employee's performance against predetermined criteria and standards. These evaluations are typically conducted by supervisors or managers through formal reviews or discussions, assessing factors such as job knowledge, skills, communication, teamwork, and goal achievement (Fletcher, 2001). Behavioral Observation Scales (BOS) involves the systematic observation and assessment of specific behaviors exhibited by employees in the workplace. Trained observers use predefined scales to rate behaviors such as punctuality, cooperation, problem-solving, and customer service skills, providing objective data for performance evaluation (Smith & Kendall, 1963).

2.5 Empirical Studies

In today's dynamic business environment, organizations recognize the pivotal role of knowledge management and talent management in enhancing employee performance. KM focuses on the creation, dissemination, and application of knowledge within an organization, while TM encompasses strategies for attracting, developing, and retaining skilled employees.

Numerous studies have explored the relationship between KM practices and employee performance across various industries. Rahman and Haque (2017) conducted a study in the banking sector, revealing a significant positive impact of KM on employee performance.

Gupta and Sharma (2018) examined TM practices in the IT industry and identified a significant positive relationship between TM initiatives (e.g., recruitment, training, development) and employee performance metrics such as productivity and job satisfaction. Their study underscored the importance of strategic TM interventions in nurturing a high-performing workforce. Additionally, Brown and Lee (2019) conducted a longitudinal analysis, demonstrating the sustained impact of TM on employee performance over time.

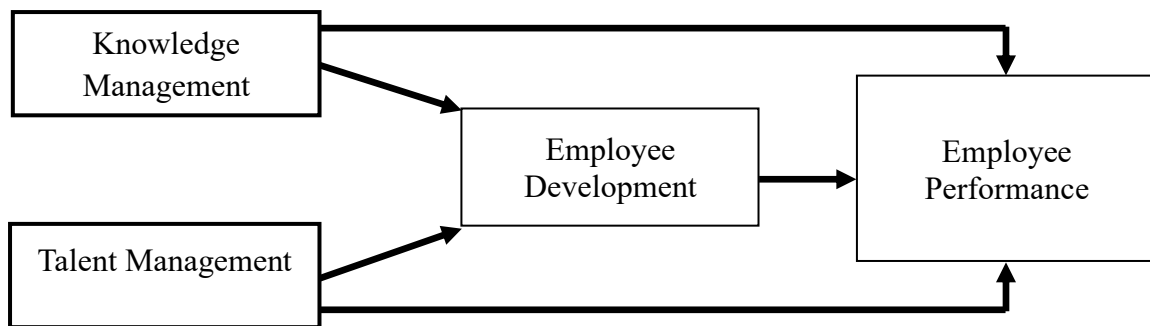
Furthermore, research has increasingly recognized the synergistic effects of integrating KM and TM practices on employee performance. Chen and Wang (2020) explored this integration in a multinational corporation context, revealing that combining KM and TM pathways significantly enhances employee performance beyond the individual effects of each practice.

Knowledge management alone does not directly impact employee performance; it must be mediated through employee development (Hasbi, 2020). Therefore, the influence of knowledge management on employee performance is mediated by the development of

employees. Talent management significantly influences the development of human resources within organizations (Angliawati & Maulyan, 2020). Employee development significantly enhances commitment, loyalty, and performance (Urbancová & Vnoučková, 2018). Therefore, the talent management has an effect on employee performance mediated by employee development.

To develop the conceptual framework of the study, several conceptual models from previous researchers were reviewed in detail. Figure 2.1 illustrates the conceptual model proposed by Hariadi et al. (2020).

Figure (2.1) Conceptual Framework of Hariadi et al.



Source: Hariadi et al. (2020)

The research objective is to examine the impact of knowledge management and talent management on employee performance, mediated by employee development. The study sample comprised 225 employees working in the information technology sector in the Jakarta area of Indonesia. Structural Equation Model (SEM) was employed as the data analysis method. Results indicated that both knowledge management and talent management significantly influenced employee performance. Moreover, employee development acted as a mediator between knowledge management and employee performance. However, it is observed that the employee development variable does not mediate between talent management and employee performance. Therefore, it was suggested that companies should focus on implementing knowledge management initiatives, such as providing company web facilities for knowledge sharing, and invest in talent management through training and development programs to enhance employee performance.

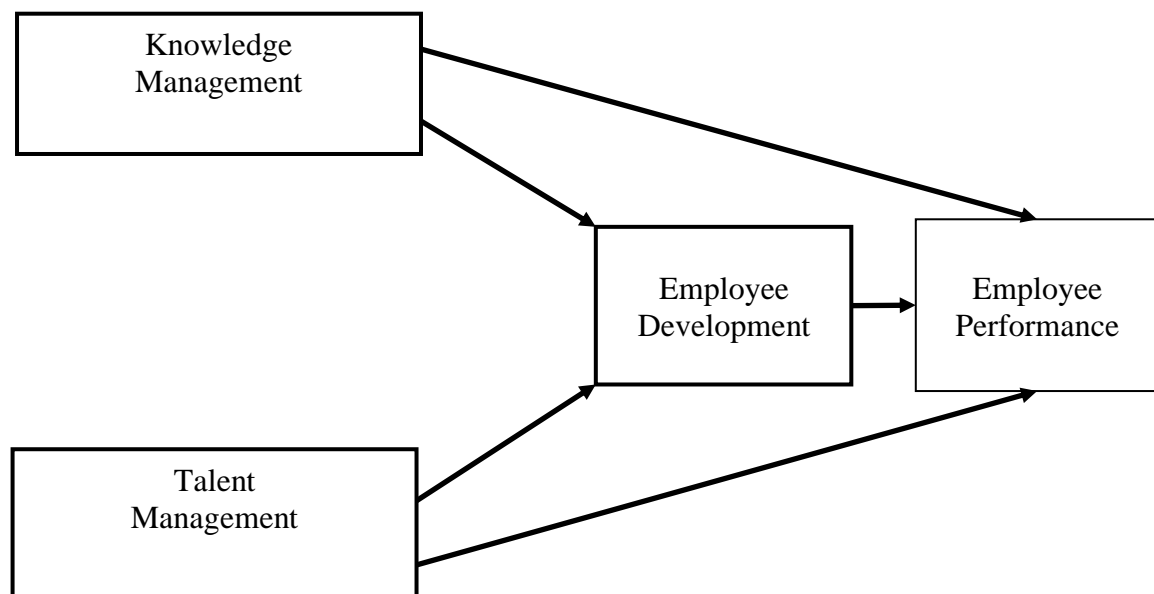
The study found that knowledge management positively impacted employee performance, meaning that increasing knowledge management in the company enhances employee performance. Similarly, talent management positively affected employee performance, indicating that increased talent management leads to improved employee

performance. However, knowledge management did not influence employee development, suggesting that increased knowledge management does not affect employee development. Conversely, talent management positively influenced employee development, implying that increased talent management results in enhanced employee development. Additionally, employee development acted as a mediator in the relationship between knowledge management and employee performance, strengthening the impact of knowledge management on employee performance. However, employee development did not mediate the influence of talent management on employee performance, indicating that employee development does not influence the relationship between talent management and employee performance.

2.6 Conceptual Framework of the Study

The conceptual framework of the study is developed based on the literature review and previous papers. In this study knowledge management and talent management are independent variables, and employee development and employee performance are dependent variables. The conceptual framework of the study is developed and shown in Figure (2.2)

Figure (2.2) Conceptual Framework of the Study



Source: Own Compilation (2024)

The conceptual framework of the study is directly adopted to the model of previous paper presented by Hariadi et al.(2020). The basic concept of the framework is that the employee development would be at mediating role between knowledge management and

employee performance, and also between talent management and employee performance. Thus, to test the objectives, the employee performance is at dependent variable role, knowledge management and talent management are at independent variable role, and employee development is at mediator role.

CHAPTER 3

PROFILE AND KNOWLEDGE MANAGEMENT PRACTICES OF MYANMA SHIPYARDS

This chapter presents the profile of Myanmar Shipyards including vision, mission, organization structure, knowledge management, and talent management practices at Myanmar Shipyards.

3.1 Profile of Myanmar Shipyards

Myanmar Shipyards was established in 1970 as a ship repair yard and is located on the east bank of the Hlaing River in Yangon, the second capital of Myanmar, at Bayint Naung Road, Sinmalike, Kamayut Township, Yangon Region. The shipyard's construction began in 1964 and was completed in 1969. Myanmar Shipyards was established as an enterprise on March 31st, 1989. Since early 2005, MS has been capable of repairing various types of ocean-going vessels of up to 12,000 dwt. MS involves various practices related to shipbuilding, refurbishment, ship repair and maintenance, dry docking services, fabrication and welding services, marine engineering services, and ship recycling services. The workforce at MS comprises 145 permanent employees, complemented by 20 external workgroups, all operating with commendable efficiency and effectiveness. The management of the shipyard aligns with the expertise and acumen of engineering professionals. Managed and overseen by engineering professionals, the shipyard navigates the complexities of its industry with adeptness and precision, positioning itself as a beacon of excellence within the maritime domain.

3.2 Vision and Mission of Myanmar Shipyards

The vision of Myanmar Shipyards is:

- To construct necessary vessels for the coastal and inland waterway transportation sector of Myanmar, as well as vessels assigned by foreign countries, in accordance with international standards and specifications.
- To repair and refurbish vessels assigned from both domestic and international sources within the designated timeframe and in accordance with international standards and specifications.

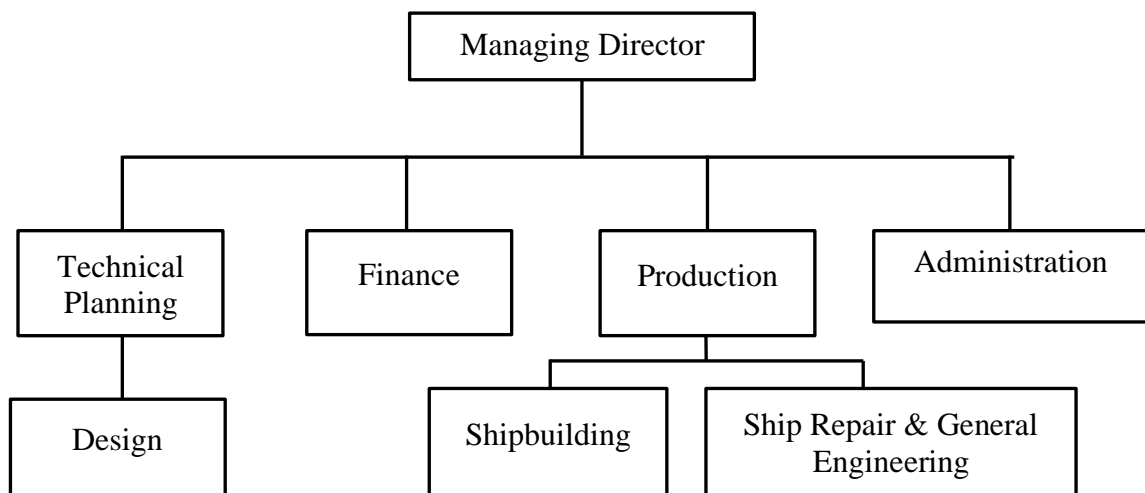
The mission of Myanmar Shipyards is:

- Able to build/repairing the vessels recognized by International Association of Classification Society (IACS)
- Able to enter and compete in the shipbuilding market together with international shipyards
- Able to extensively utilize modern shipbuilding technologies
- Developing human resources and creating employment opportunities related to the shipyard
- Able to carry out implementation with workplace safety

3.3 Organization Structure of Myanmar Shipyards

Myanmar Shipyards comprises four major departments: technical planning department, finance department, production department, and administration department. Each department is headed by a department head who reports to the Managing Director. The technical planning department, finance department, the production department, and administration departments of Myanmar Shipyards are integral components of its success story, each fulfilling indispensable functions that drive operational excellence, innovation, and sustainability. Together, these departments form a cohesive framework that propels MS to the forefront of Myanmar’s maritime industry, shaping the future of maritime excellence in the region. Organization chart of MS is described in Figure (3.1).

Figure (3.1) Organization Chart of Myanmar Shipyards



Source: Myanmar Shipyards (2024)

Under the managing director, technical planning department, finance department, production department, and administration department are operated. The functions of each department are as follows:

(a) Technical Planning Department

The technical planning department at MS is entrusted with a range of crucial responsibilities integral to the success of the shipyard's projects. With expertise in ship engineering design, the department lays the groundwork for vessel construction and renovation projects. It oversees material procurement, ensuring that high-quality materials are sourced efficiently and cost-effectively. Quality control and assurance are paramount, with the department implementing rigorous standards to uphold the integrity and safety of vessels. Technical documentation is meticulously managed, with accurate records maintained throughout the project lifecycle. The department spearheads research and development initiatives, driving innovation and staying at the forefront of maritime technology. Budgeting is meticulously handled to ensure financial efficiency and adherence to project constraints. Finally, comprehensive documentation and reporting procedures provide transparency and accountability, facilitating effective communication and decision-making throughout the organization.

(b) Finance Department

The finance department at MS plays a pivotal role in ensuring the financial health and stability of the organization. Responsible for budgeting, the department meticulously plans and allocates financial resources to support the shipyard's operations and strategic initiatives. Financial reporting is conducted with accuracy and transparency, providing stakeholders with clear insights into the shipyard's financial performance. Cost accounting measures are implemented to track expenses and optimize resource allocation. Cash management is carefully managed to maintain liquidity and support day-to-day operations. The department oversees accounts payable and receivable, managing vendor relationships and ensuring timely payments and collections. Audit and internal controls are rigorously enforced to safeguard assets and mitigate risks. Finally, the finance department establishes and enforces financial policies and procedures to ensure compliance with regulatory requirements and promote sound financial practices throughout the organization.

(c) Production Department

The production department serves as the primary revenue-generating unit and the key department responsible for managing operations efficiently and effectively during both the construction and repair of ships. It plays a crucial role in transforming design blueprints into operational vessels and restoring existing ships to optimal condition. By overseeing meticulous planning, resource allocation, and execution of tasks, the production department ensures that projects are completed on time, within budget, and to the highest quality standards. The production department collaborates closely with the engineering and design teams to coordinate with other departments such as procurement, logistics, and quality control is essential to ensure seamless execution of the project plan. The department plays a pivotal role in training and developing employees, promoting a culture of continuous learning and improvement. Health and safety management are prioritized to provide a secure working environment for all personnel. Moreover, Management of production department is crucial for the shipyard's profitability and reputation, making it a vital component of the shipyard's overall operations.

(d) Administration Department

The Administration Department at MS is responsible for overseeing our Recruitment and Staffing process, which involves creating and distributing job advertisements to attract potential candidates. The department conduct thorough screening, interviewing, and selection of suitable candidates for various positions. The department's priority is to ensure the smooth integration of new employees into the company through comprehensive onboarding, including orientation and necessary training. Additionally, the department meticulously manages payroll to ensure accurate and timely compensation for our employees and administers benefits such as health insurance, retirement plans, and other perks. Furthermore, the department handle employee relations matters, addressing and resolving grievances and conflicts promptly and fairly, while also organizing activities and programs to boost employee morale and engagement, thereby fostering a positive work environment. Administrative support services provide essential logistical and operational assistance, facilitating the day-to-day functioning of the shipyard. Additionally, the department oversees emergency preparedness efforts, developing contingency plans and coordinating responses to safeguard personnel and assets in the event of crises or disasters. Through its multifaceted functions, the administration department upholds organizational efficiency, employee well-being, and stakeholder satisfaction at MS.

(e) Design Department

The design department of MS is integral to both shipbuilding and ship repair processes, responsible for creating vessel designs that meet client needs and industry standards. Through detailed consultations, the department gathers information about vessel requirements and conducts feasibility studies to assess design concepts' viability. Upon approval of the preliminary design, the department develops detailed technical drawings and specifications for various vessel components using advanced CAD software. Compliance with international standards and regulations is ensured through thorough reviews of design plans. Additionally, performance analysis and simulations are conducted to optimize design features for efficiency and safety under different operating conditions. Material selection is another crucial task, considering factors like cost-effectiveness and environmental impact. Overall, the design department of MS offers a comprehensive range of advantages, including tailored designs, compliance assurance, innovation, cost-effectiveness, environmental considerations, expertise, client satisfaction, and efficient project management. These advantages collectively contribute to the success and competitiveness of MS in the maritime industry.

(f) Shipbuilding Department

Ship construction is a complex and multidisciplinary endeavor that involves the creation of marine vessels designed for various purposes, including transportation, defense, and exploration. Shipbuilding department integrates numerous functions, tasks, and practices to ensure the delivery of safe, efficient, and high-quality ships. Key tasks in ship construction involve detailed design and planning, procurement of materials, fabrication of hull components, installation of propulsion and auxiliary systems, and outfitting of the ship's interiors. These tasks require the expertise of naval architects, marine engineers, skilled laborers, and project managers to ensure precision and efficiency throughout the construction process. Obtaining job orders for ship construction projects is crucial for shipyard operating in both domestic and international markets. From 1990 to 2010, MS has progressively increased their market share within the Southeast Asian region. During this period, MS has successfully constructed twelve cargo vessels for Chinese clients, five modern vessels for a Singaporean company, and one Yacht for a France entity. This expansion into various markets highlights the growing capabilities and reputation of MS in the international maritime industry. MS has effectively completed the construction of 530

vessels for the maritime industry, showcasing its significant contribution to the sector's growth and development.

(g) Ship Repair and General Engineering Department

Ship repair and general engineering department at MS specializes in the maintenance, repair, and overhaul of marine vessels of all types and sizes. The shipyard has expertise in structural fabrication and repair, including hull repairs, welding, and fabrication of new components. Skilled welders and fabricators utilize advanced techniques and materials to ensure the structural integrity and longevity of vessels. Our department is proficient in the repair and maintenance of mechanical and electrical systems onboard vessels, including propulsion systems, auxiliary machinery, electrical wiring, and instrumentation. In addition to ship repair, the shipyard offers a wide range of general engineering services, including machining, fabrication, equipment refurbishment, and hydraulic system repair. Before delivery, we conduct rigorous testing and commissioning of repaired or newly installed equipment to ensure proper functioning and compliance with specifications. Ship repair and general engineering department of MS creates a comprehensive range of advantages, including versatile repair services, skilled workforce, state-of-the-art facilities, quick turnaround time, quality assurance, cost-effectiveness, comprehensive support, continuous improvement, customer satisfaction, and environmental considerations. These advantages collectively contribute to the competitiveness and success of MS in the ship repair and engineering industry. Since 1970, the ship repair department has demonstrated remarkable success in the repair of a diverse array of vessels, totaling 1,667 repairs to date. This extensive track record underscores the department's proficiency and reliability in addressing the repair needs of various types of vessels. Over the years, through its consistent delivery of high-quality repair services, the Ship Repair Department has earned the trust and confidence of consumers within the maritime industry.

3.4 Knowledge Management Practices at Myanmar Shipyards

Knowledge management practices in a shipyard are vital for ensuring efficiency, safety, productivity, operational efficiency, customer satisfaction, risk mitigation, employee engagement, strategic alignment, and continuous improvement in shipbuilding, ship repair, and general engineering processes.

Myanma Shipyards' employees are required to possess specialized technical skills in shipbuilding, repair, maintenance, and safety procedures. The acquisition of these skills is achieved through a combination of formal education, structured training programs, and practical, hands-on experience. To ensure the timely and efficient completion of tasks, shipyards offer training programs tailored to the specific job positions and educational levels of their employees. As a state enterprise, the shipyard also provides its employees with access to government training programs at the Civil Service University (Lower Myanmar). These programs include the clerical staff course for skilled personnel, the junior officer training course for supervisors, the civil service special course for officers, the advanced officer training course, and the staff organization chief training course for management roles. Moreover, MS provides training programs for shipbuilding engineers, naval architects, repair technicians, welders, electricians, and production staff during project by collaboration with abroad country. These comprehensive training initiatives ensure that employees are well-equipped to meet the demands of their positions.

Myanma Shipyards function as government departments while engaging in collaborative efforts with private entities and international organizations. The acquisition of knowledge is fundamental for optimizing business operations, ensuring prompt and lawful business conduct. This knowledge acquisition process encompasses critical information related to vessels, including budgetary considerations, project timelines, and construction methodologies. Throughout the project implementation phase, the organization undertakes systematic knowledge acquisition activities. MS avoids repeating mistakes and minimize rework. These results are designed to maximize the project's effectiveness and provide substantial benefits to the business operations.

In the shipbuilding and ship repair industry within the shipyard, the knowledge conversion process is a vital mechanism for ensuring efficiency and excellence in operations. This process encompasses the transformation of tacit knowledge, acquired through years of experience and hands-on work, into explicit knowledge that can be documented, shared, and applied systematically. In Myanma Shipyards, a skilled welder who has extensive experience in hull repairs mentors a new unskilled employee. The welder demonstrates the proper welding techniques, explains how to assess the extent of damage, and shares insights on handling different types of materials commonly used in ship construction. Following the completion of the repair task, the seasoned welder meticulously compiles a comprehensive report that systematically documents encountered challenges, applied methodologies, and insights gleaned throughout the repair endeavor. This

document meticulously outlines step-by-step procedures and provides strategic recommendations tailored for subsequent repairs of a similar nature.

MS facilitates the knowledge sharing through a collaborative network involving welders, platers, painters, mechanics, engineers, naval architects, and project managers. Welders disseminate advanced welding techniques and troubleshooting methods to their peers through hands-on workshops and comprehensive documentation. Platers contribute by demonstrating precise fitting and alignment procedures for metal plates, ensuring the maintenance of structural integrity. Painters share best practices for surface preparation and paint application, emphasizing durability and aesthetics. Mechanics provide detailed maintenance protocols for mechanical components, enhancing operational reliability. Engineers and naval architects collaborate to integrate these diverse practices into a comprehensive design and construction framework, which is subsequently shared with the entire team. Project managers coordinate this exchange of knowledge, organizing regular meetings and training sessions to ensure alignment with project goals and methodologies. This systematic approach to knowledge sharing not only enhances individual skills but also significantly improves overall project efficiency and quality within the shipyard.

In Myanmar Shipyards, the effective application of knowledge necessitates the integration of specialized expertise from diverse roles to ensure the efficient execution of shipbuilding and repair operations. Welders employ advanced techniques gained through mentorship and documented procedures to perform precise hull repairs. Platers utilize their knowledge of metal fitting and alignment, guided by explicit instructions and previous experiences, to maintain structural integrity. Painters adhere to best practices in surface preparation and paint application, thereby enhancing both durability and aesthetic quality. Mechanics follow stringent maintenance guidelines for mechanical components, improving overall operational reliability. Engineers and naval architects work collaboratively to integrate these efforts into a cohesive design and construction framework that adheres to rigorous technical specifications and safety standards. Project managers oversee these activities, applying structured project management principles to coordinate resources, manage timelines, and ensure quality control. Knowledge management practices in MS empower employees by providing access to valuable resources, training material, and opportunities for skill development. This systematic approach not only optimizes individual performance but also enhances overall project efficiency and outcomes within the dynamic environment of the shipyard.

3.5 Talent Management Practices at Myanmar Shipyards

At Myanmar Shipyards, talent management practices are critical to the organization's performance, employing a comprehensive approach to attract, develop, and retain skilled personnel crucial for present and future operations. Myanmar Shipyards acquires talent through diverse channels such as recruitment agencies, job boards, and internal referrals, rigorously selecting candidates and conducting thorough onboarding procedures tailored to the maritime industry. Myanmar Shipyards provides talent development initiatives that prioritize continuous learning and skill enhancement through specialized shipbuilding training programs, career progression pathways, performance assessments for employees with the qualification requirement, and mentorship programs customized to shipbuilding expertise. In Myanmar Shipyards, talent retention efforts focus on fostering a supportive work environment through competitive compensation packages such as incentive-based projects, employee recognition schemes for outstanding awards, initiatives promoting work-life balance, enhanced career growth prospects such as further study support, and transparent communication channels to improve trust throughout the entire organization. Through the effective execution of these talent management practices, MS ensures a motivated and skilled workforce capable of driving innovation, growth, and success within the dynamic shipbuilding sector.

CHAPTER 4

ANALYSIS ON MEDIATING EFFECT OF EMPLOYEE DEVELOPMENT BETWEEN KNOWLEDGE MANAGEMENT, TALENT MANAGEMENT AND EMPLOYEE PERFORMANCE OF MYANMA SHIPYARDS

In this chapter, the analysis explores the mediating role of employee development in the relationship between knowledge management, talent management, and employee performance at MS. In this study, the focus is on exploring the perceptions of 145 employees regarding the knowledge management practices at MS. To achieve this, a structured questionnaire was developed comprising four sections: knowledge management, talent management, employee development, and employee performance. The questionnaire utilizes a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to capture responses. Specific attention was given to items addressing knowledge acquisition, knowledge conversion, knowledge sharing, knowledge application, talent acquisition, talent development, and talent retention, with five questions allocated to each aspect. Additionally, eight questions were dedicated to evaluating both employee development and performance. The questionnaires were distributed to the selected 145 employees through personal interviews, ensuring a structured approach to data collection. All employees actively participated in responding to the questionnaires. For data analysis, descriptive analysis techniques, as proposed by Best (1977), were employed, where the mean values of items on the 5-point Likert scale serve as indicators for interpretation.

The mean values of 5-point Likert scale items are interpreted as follows:

Scores falling within the range of 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 to 5.00 indicates a response of strongly agree.

The mean score serves as a comprehensive gauge of the collective sentiment or opinion of the respondents toward the set of items. It represents the central tendency or average of their responses. A higher mean score signifies a more positive or favorable response, whereas a lower mean score indicates a more negative or unfavorable response.

In the data analysis phase, both descriptive and regression analyses are employed. Prior to regression analysis, data reliability is assessed.

4.1 Demographic Profile of Respondents

This chapter presents detailed insights into the demographic profile of the 145 respondents who participated in the research, including their gender distribution, age groups, job positions, educational level, and years of work experience in Myanmar Shipyards. The significance of analyzing the demographic profile of respondents lies in its potential to inform organizational policies, practices, and interventions aimed at optimizing workforce effectiveness and performance.

The survey data categorizes respondents' gender into male and female, presenting the frequency and percentage distribution for each category. Age groups are delineated as follows: under 26, 26-35 years, 36-45 years, 46-55 years, and 55 and older, providing insights into the age distribution of the respondents. Respondents' current positions are classified into skill person, supervisor level, officer level, and management level, offering a comprehensive view of the organizational hierarchy. Education levels are categorized as graduate, diploma, and high school, reflecting the educational background diversity within the respondent pool. Lastly, years of work experience are divided into under 5 years, 5 years – 10 years, 11 years – 15 years, and above 15 years, enabling an analysis of the workforce's experience levels. The demographic profile of respondents is shown in Table (4.1),

Table (4.1) Demographic Profile of Respondents

Sr. No.	Particular	Number of Respondents	Percentage	
1	Gender	Female	41	28.28
		Male	104	71.72
2	Age Group	26-35 years	4	2.76
		36-45 years	50	34.48
		46-55 years	24	16.55
		55 and older	67	46.21
3	Job Position	Skilled personnel	90	62.07
		Supervisor	19	13.10
		Officer	21	14.48
		Management	15	10.34
4	Education Level	High School	81	55.86
		Diploma	5	3.45
		Graduate	59	40.69
5	Years of Work Experience	Below 5 years	11	7.59
		11-15 years	27	18.62
		Above 15 years	107	73.79
	Total	145	100.00	

Source: Survey Data (2024)

According to the demographic survey data of Myanmar Shipyards, the majority of the respondents are male, comprising 71.72% of the workforce. This gender distribution reflects the nature of the work, which primarily involves new shipbuilding, ship repairing, and engineering tasks, often requiring labor in high and confined spaces typically associated with male-dominated industries. Female employees represent 28.28% of the workforce.

The age distribution among the employees is categorized into four groups. The

majority fall into the 36-45 years, and 51 years and older, representing 34.48% and 46.21% of the workforce, respectively. The 46-55 years age group constitutes 16.55% of employees, while the 26-35 years age group is the smallest at 2.76%. Notably, there are no employees under the age of 26, indicating a lack of younger workers in the shipyard. This age distribution suggests a more experienced workforce with a significant number of employees in the older age brackets.

Based on the survey data collected from MS, it's evident that the majority of the workforce is comprised of skilled personnel, accounting for 62.07% of the total respondents. This indicates a significant reliance on skilled labor within the shipyard's operations. Additionally, 11.10% of respondents hold supervisor positions, suggesting a hierarchical structure with a notable presence of supervisory roles. Management-level positions constitute 10.34% of the surveyed population, indicating a smaller but still significant portion of the workforce involved in managerial functions. Meanwhile, officer-level positions make up 14.48% of respondents, indicating a considerable presence of personnel involved in administrative and operational duties. Overall, the dominance of skilled personnel positions highlights the importance of technical expertise within Myanmar Shipyard's workforce composition.

The demographic survey data of MS indicates that the educational levels among employees are varied. A significant portion of the workforce has completed high school, accounting for 55.86% of respondents. Graduates make up 40.69% of the workforce, highlighting a substantial presence of employees with higher education. Those with a diploma represent a smaller segment, at 3.45%. This distribution suggests that while the majority of employees have at least a high school education, there is also a considerable number of graduates, reflecting a diverse range of educational backgrounds within Myanmar Shipyard's workforce.

The demographic survey data of MS provides insights into the tenure of employees. A notable majority, comprising 73.79% of respondents, have served for more than 15 years, indicating a high level of experience and long-term commitment within the organization. Employees with 11-15 years of service constitute 18.62% of the workforce, reflecting a significant portion of mid-career professionals. Surprisingly, there are no respondents with 5-10 years of service, suggesting a potential gap in mid-level tenure. A smaller percentage, 7.59%, have served for less than 5 years, indicating a minority of newer employees within the organization. Overall, the data suggests a workforce with a substantial proportion of long-serving employees, possibly contributing to organizational stability and expertise.

In summary, the demographic survey data of MS reveals a predominantly male workforce, making up 71.72% of employees, reflecting the nature of the work which often requires tasks associated with male-dominated industries like shipbuilding and engineering. The age distribution indicates that the majority of employees are in the 31-45 years, and 55 years and older categories, reflecting an experienced workforce that functions as highly efficient teams in ship production. Skilled personnel level dominant and major workforce underlining the importance of technical expertise. Educational levels are diverse with a significant portion having completed high school and graduates, while the majority of employees have served for more than 15 years, indicating long-term commitment. Overall, the data highlights a workforce characterized by extensive experience and stability.

4.2 Reliability Analysis

Prior to commencing data analysis, a reliability assessment is conducted to evaluate the internal consistency of the questionnaire variables. This assessment utilizes data gathered from 145 respondents within SPSS software, aiming to quantify knowledge acquisition, conversion, sharing, and application, alongside talent acquisition, development, and retention, as well as employee development and performance.

The Cronbach's Alpha coefficient is employed for measuring the internal consistency of the questionnaires, ensuring the reliability and validity of the research instruments. Reliability analyses are conducted utilizing data from the main survey before proceeding with further analyses on the relationships between independent and dependent variables. This meticulous process guarantees the reliability and validity of the research results and the subsequent conclusions drawn.

The study is structured into four distinct sections: the examination of knowledge management practices with 25 questions, talent management with 15 questions, and employee development with 8 questions. Additionally, 8 questions are dedicated to evaluating employee performance at Myanmar Shipyards.

Cronbach's Alpha coefficient values of 0.90 and above signify excellent reliability, while values between 0.80 and 0.90 indicate good reliability. A range from 0.70 to below 0.80 denotes acceptable reliability, whereas values between 0.60 and 0.70 are considered questionable. A Cronbach's Alpha coefficient value between 0.5 and 0.6 indicates poor reliability, and anything less than 0.5 is deemed unacceptable. The Cronbach's Alpha values for knowledge management, talent management, employee development and employee performance are outlined in Table (4.2).

Table (4.2) Reliability Analysis

Description	Number of Items	Cronbach's Alpha	Strength of Association
Knowledge Management	20	0.934	Excellent
Talent Management	15	0.936	Excellent
Employee Development	8	0.898	Good
Employee Performance	8	0.887	Good

Source : Survey Data (2024)

As shown in Table (4.2), the Cronbach's Alpha coefficients for the knowledge management and the talent management ranged above 0.9, indicating "excellent" reliability. Similarly, the Cronbach's Alpha coefficients for employee development, and employee performance ranged between 0.8 to 0.9, demonstrating "good" reliability. These results indicate that the selected questions consistently elicited valid responses, providing reliable measurements of respondents' opinions on all factors within the construct. Thus, the findings of this study are considered to be accepted.

4.3 Employee Perception on Knowledge Management

At Myanmar Shipyard, where the complexities of shipbuilding require continuous innovation and efficiency, effective knowledge management can significantly impact operational excellence and overall performance. In this section, descriptive statistics are presented in the form of means to illustrate the extent of agreement or disagreement among employees regarding the current knowledge management practices at Myanmar Shipyards. This provides insight into employee perceptions of knowledge management practices. The questionnaires utilized in this study include twenty statements designed to assess various aspects of knowledge management. Established in 1970, Myanmar Shipyards has navigated through significant economic and political changes, impacting its human resource strategies. Therefore, understanding employee perceptions is essential for assessing the knowledge management. Positive perceptions can enhance engagement and productivity, whereas negative perceptions may indicate areas that require improvement. The analysis is based on mean values. Table (4.3) presents the results of knowledge management practices at Myanmar Shipyards.

Table (4.3) Knowledge Management

Sr. No.	Description	Mean Value
1	Participating in workshops (internal & external)	3.53
2	Encouraging employees to participation in training programs	3.95
3	Having a system of acquiring knowledge	3.35
4	Having a system for generating new knowledge	3.37
5	Participating in knowledge creation and innovation	3.63
6	Encouraging employees to converting acquired knowledge to design	3.86
7	Understanding new knowledge for unskilled employees	4.28
8	Having a system for transferring organizational knowledge	4.06
9	Having a platform for sharing knowledge	3.63
10	Developing new products and services by using update information	3.72
11	Willing to share someone asks for their support	3.94
12	Providing various publications and document	3.77
13	Facilitating knowledge sharing throughout the organization	3.58
14	Willing to share knowledge to each other	3.65
15	Trying to develop a culture of knowledge sharing	3.63
16	Applying knowledge learned from experience and mistakes	4.10
17	Using knowledge acquired from learning	3.96
18	Using knowledge from various sources to solve problems	3.81
19	Allowing knowledge accessible to those who need it	3.91
20	Using the knowledge to gain competitive advantages	3.67
Overall Mean		3.77

Source : Survey Data (2024)

According to overall mean score of (3.77) indicates that it falls within the range of 3.41 to 4.20. Therefore, it can be inferred that most employees agree with the knowledge

management practices at Myanma Shipyards. Specifically, most employees agree, with mean scores between 3.41 and 4.20, that they participate in both internal and external workshops, engage in knowledge creation and innovation, MS encourages participation in training programs, MS encourages employees to convert acquired knowledge into designs, MS has a system for transferring organizational knowledge, and provides a platform for sharing knowledge. Moreover, MS develops new products and services using updated information, employees are willing to share when someone asks for their support, MS provided the various publications and document, MS facilitates knowledge sharing throughout the organization, employees are willing to share knowledge to each other, MS trying to develop a culture of knowledge sharing, the shipyard applies knowledge gained from experience and mistakes, utilizes knowledge acquired from learning, uses knowledge from various sources to solve problems, makes knowledge accessible to those who need it, and uses the knowledge to gain competitive advantages. However, they neither agree nor disagree that MS has a system for acquiring knowledge and generating new knowledge, with the mean score ranging between 2.61 and 3.40. Particularly notable is the strong agreement among employees that they understand new knowledge for unskilled employees, with mean scores ranging between 4.21 and 5.00.

4.4 Employee Perception on Talent Management

Talent management is crucial to the success of shipyards as it enables them to attract, develop, and retain skilled workers, maintain safety and quality standards, enhance project efficiency, foster innovation and adaptability, and improve employee engagement and retention.

In this section, descriptive statistics are utilized, employing means to illustrate the extent of agreement or disagreement among employees regarding the current talent management practices at Myanma Shipyards. The questionnaires utilized in this study include fifteen statements designed to assess various aspects of talent management. Positive perceptions can enhance engagement and productivity, while negative ones may highlight areas needing improvement. The findings will not only highlight the effectiveness of existing practices but also offer recommendations for enhancing talent management strategies to better align with employee expectations and organizational goals. The analysis is based on mean values. Table (4.4) presents the results of talent management practices at Myanma Shipyards.

Table (4.4) Talent Management

Sr. No.	Description	Mean Value
1	Identifying candidates with the required skills and competences	4.11
2	Having fair and transparent talent acquisition	3.73
3	Providing adequate resources and support	3.49
4	Providing clear job descriptions and requirements	3.70
5	Providing opportunities for career advancement	3.87
6	Providing clear career development paths	3.30
7	Offering a variety of training programs and learning resources	3.54
8	Offering opportunities for employees to enhance their skills	3.50
9	Providing financial support or incentives to pursue education	3.26
10	Aligning the training program with the organization's objectives	3.39
11	Providing a supportive work environment	3.50
12	Recognizing and rewarding for the achievement and performance of employee	3.79
13	Evaluating and communicating job performance of employee	3.92
14	Having positive impact on employee performance	3.84
15	Requiring talent for every position	4.25
Overall Mean		3.68

Source : Survey Data (2024)

According to the overall mean (3.68), indicate that it falls within the range of 3.41 to 4.20. Therefore, it can be inferred that most of the employees agree that the talent management practices at Myanmar Shipyards. Most of the employees agree with the mean score among 3.41 to 4.20 that the shipyard identifies candidates with the required skills and competencies, have fair and transparent talent acquisition processes, provides adequate resources and support, offers clear job descriptions and requirements, provides opportunities for career advancement, the shipyard offers a variety of training programs

and learning resources and provides opportunities for skill enhancement, MS provides a supportive work environment, recognizes and rewards employee achievements and performance, evaluates and communicates job performance, and has a positive impact on employee performance. However, employees neither agree nor disagree that MS provides clear career development paths, financial support or incentives for education, and aligning training programs with organizational objectives, with the mean score ranging between 2.61 and 3.40. Particularly notable is the strong agreement among employees that MS requires talent for every position, with mean scores ranging between 4.21 and 5.00.

4.5 Employee Perception on Employee Development

Employee development is a cornerstone of organizational growth and success, driven by the commitment to nurture and empower employees to reach their full potential. The analysis is based on mean values. Table (4.5) presents the results of employee development practices at Myanmar Shipyards.

Table (4.5) Employee Development

Sr. No.	Description	Mean Value
1	Providing adequate training opportunities for employees	3.34
2	Providing access to resources to support employee development	3.53
3	Offering opportunities for employees to attend workshops	3.53
4	Fostering a culture that value and promote employee development	3.42
5	Having access to mentors or senior employees	3.83
6	Offering opportunities for cross-functional training and development	3.67
7	Recognizing and rewarding motivate employee	3.54
8	Devoting budget for capacity building Source : Survey Data (2024)	3.25
Overall Mean		3.51

Source : Survey Data (2024)

The overall mean score of (3.51) indicates that it falls within the range of 3.41 to 4.20. Therefore, it can be inferred that most employees agree with the employee

development practices at Myanmar Shipyards. Specifically, employees agree, with mean scores between 3.41 and 4.20, that the shipyard provides access to resources for employee development, offers opportunities to attend workshops, fosters a culture that values and promotes employee development, provides access to mentors or senior employees, and offers opportunities for cross-functional training and development. However, some employees neither agree nor disagree that the adequacy of training opportunities and the budget devoted to capacity building, with mean scores ranging between 2.61 and 3.40.

4.6 Employee Performance

Employee performance is a critical aspect of organizational success, directly impacting productivity, efficiency, and overall business outcomes. Understanding and addressing employee perceptions is essential for fostering a culture of accountability, continuous improvement, and high performance within MS. The analysis is conducted using mean values. Table (4.6) presents the results of employee performance practices at MS.

Table (4.6) Employee Performance

Sr. No.	Description	Mean Value
1	Setting clear and achievable performance standard	3.59
2	Having the equipment and resources to carry out the work effectively	3.43
3	Recognizing high performance and providing effective rewards	3.59
4	Providing guidance and support to improve performance	3.68
5	Committing to completing assignment on time	4.10
6	Comforting with the flexible work environment	3.87
7	Participating group discussion and work meeting	3.88
8	Reviewing the work performance	3.72
Overall Mean		3.73

Source : Survey Data (2024)

The overall mean score of (3.73) indicates that it falls within the range of 3.41 to 4.20. Therefore, it can be inferred that most employees agree with the employee

performance practices at Myanma Shipyards. Specifically, employees agree, with mean scores between 3.41 and 4.20, that MS sets clear and achievable performance standards, and recognizes high performance and provides effective rewards, supervisors offer guidance and support to improve performance, employees have the equipment and resources needed to work effectively, employees are committed to completing assignments on time, employees are comfortable with a flexible work environment, employees participate in group discussions and work meetings, and review their work performance regularly.

4.7 Analysis on Mediating Effect of Employee Development between Knowledge Management and Employee Performance of Myanama Shipyards

This study aims to explore the mediating role of employee development between knowledge management and employee performance at MS. Employing a multiple regression model, the analysis utilizes data gathered from 145 employees of MS to examine these interrelated factors. In this section, employee development is considered as a mediator to clarify the nature of relationship between independent variable of knowledge management to a dependent variable of employee performance. Then, mediation analysis is served to understand the mediating role of employee development on the linkage between knowledge management and employee performance.

To test the mediating effect of employee development on the relationship between knowledge acquisition and employee performance, knowledge conversion and employee performance, knowledge sharing and employee performance, and knowledge application and employee performance, the following steps are followed:

1. Total effect through regression analysis on effect of independent variable on dependent variable.
2. Regression analysis on effect of independent variable on mediating variable.
3. Regression analysis on effect of independent variable and mediating variable on dependent variable.
4. Sobel test for significance of mediating variable.
5. Finding indirect effect, direct effect and total effect.

As the first step, direct effect of knowledge acquisition (independent variable) on employee performance (dependent variable) is analyzed. The results are shown in Table (4.7).

Table (4.7) Effect of Knowledge Management on Employee Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.608	.208	-	2.931	.004	-
Knowledge Management	.828***	.054	.786	15.204	.000	1.000
R	.786					
R Square	.618					
Adjusted RSquare	.615					
Durbin-Watson	2.311					
F value	231.172***					

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.7), the total effect of knowledge management on employee performance is 0.828. Then, the effect of knowledge management (independent variable) on employee development (mediator) is analyzed and the result is shown in Table (4.8).

Table (4.8) Effect of Knowledge Management on Employee Development

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	-.036	.249	-	-.154	.878	-
Knowledge Management	.943***	.065	.770	14.410	.000	1.000
R	.770					
R Square	.592					
Adjusted R Square	.589					
Durbin-Watson	2.488					
F value	207.644***					

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.8), the coefficient value is 0.943 and standard error is 0.065 for the effect of knowledge management on employee development (effect of independent

variable and mediating variable). After doing analysis on effect of knowledge management (independent variable) on employee development (mediator), the third step of testing mediating effect is continued. In this step, the independent variables are knowledge management and employee development, and dependent variable is employee performance. The results are shown in Table (4.9).

Table (4.9) Effect of Knowledge Management and Employee Development on Employee Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.625	.177	-	3.523	.001	-
Knowledge Management	.417***	.073	.396	5.718	.000	2.452
Employee Development	.436***	.060	.507	7.334	.000	2.452
R	.850					
R Square	.723					
Adjusted R Square	.719					
Durbin-Watson	2.648					
F value	185.140***					

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.9), the coefficient value of employee development is 0.436 with standard error value 0.060. To test the mediating effect of employee development between knowledge management and employee performance, the Sobel test is conducted. The result is shown in Table (4.10).

Table (4.10) Sobel Test Results for Mediating Test of Employee Development between Knowledge Management and Employee Performance

Input:			Test statistic:	Std.Error:	p-value:
a	0.943	Sobel test:	6.49720599	0.06328074	0.00000000
b	0.436	Aroian test:	6.48490195	0.0634008	0.00000000
Sa	0.065	Goodman test:	6.50958033	0.06316045	0.00000000
Sb	0.060	Reset all	Calculate		

Source: Survey Date (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

P value 0.000 is less than 0.01. Thus, there is mediating effect of employee development between knowledge management and employee performance at the 1% significant level.

The total effect, direct effect and indirect effect are as follows:

Total Effect = 0.828

Direct Effect = 0.417

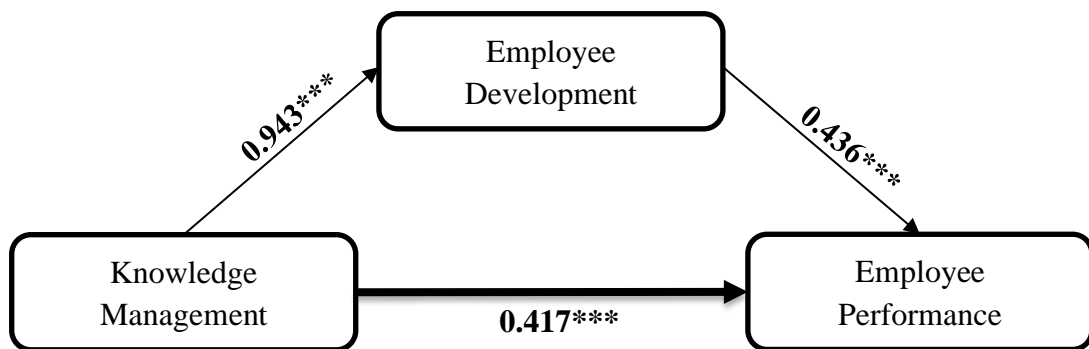
Indirect Effect = $0.943 \times 0.436 = 0.411$

Direct Effect + Indirect Effect = Total Effect

0.417 + 0.411 = 0.828

The direct and indirect effect can be seen in Figure (4.1)

Figure (4.1) Mediating Effect of Employee Development on the Relationship between Knowledge Management and Employee Performance



Note

- - - - -> No significant

—————> Direct effect

—————> Indirect effect

Source: Survey Date (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The result shows that there is a positive significant effect of employee development on employee performance, as shown in Figure (4.1). Regarding with the indirect effect, it is found that there is a positive significant effect of knowledge management on employee development and a positive significant effect of employee development on employee performance as well. Thus, there is a mediation of employee development is found on the relationship between knowledge management and employee performance of Myanmar Shipyards. This means that the effect of knowledge management initiatives on employee performance is influenced by the level of employee development experienced by employees.

4.8 Analysis on Mediating Effect of Employee Development between Talent Management and Employee Performance of Myanmar Shipyards

As the first step, direct effect of talent management (independent variable) on employee performance (dependent variable) is analyzed. The results are shown in Table (4.11).

Table (4.11) Effect of Talent Management on Employee Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.795	.133	-	5.961	.000	-
Talent Management	.798***	.054	.882	22.342	.000	1.000
R	.882					
R Square	.777					
Adjusted R Square	.776					
Durbin-Watson	2.508					
F value	499.156***					

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.11), the total effect of talent management on employee performance is 0.798. Then, the effect of talent management (independent variable) on employee development (mediator) is analyzed and the result is shown in Table (4.12).

Table (4.12) Effect of Talent Management on Employee Development

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.273	.179	-	1.521	.130	-
Talent Management	.882***	.048	.838	18.339	.000	1.000
R	.838					
R Square	.702					
Adjusted R Square	.700					
Durbin-Watson	2.819					
F value	336.320***					

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.12), the coefficient value is 0.882 and standard error is 0.048 for the effect of talent management on employee development (effect of independent variable and mediating variable). After doing analysis on effect of talent management (independent variable) on employee development (mediator), the third step of testing mediating effect is continued. In this step, the independent variables are talent management and employee development, and dependent variable is employee performance. The results are shown in Table (4.13).

Table (4.13) Effect of Talent Management and Employee Development on Employee Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.737	.129	-	5.700	.001	-
Talent Management	.612***	.063	.676	9.724	.000	3.352
Employee Development	.211***	.060	.246	3.533	.001	3.352
R	.892					
R Square	.795					
Adjusted R Square	.792					
Durbin-Watson	2.590					
F value	275.857***					

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

As shown in Table (4.13), the coefficient value of employee development is 0.211 with standard error value 0.060. To test the mediating effect of employee development between knowledge management and employee performance, the Sobel test is conducted. The result is shown in Table (4.14).

Table (4.14) Sobel Test Results for Mediating Test of Employee Development between Knowledge Management and Employee Performance

Input:			Test statistic:	Std.Error:	p-value:
a	0.943	Sobel test:	6.49720599	0.06328074	0.00000000
b	0.436	Aroian test:	6.48490195	0.0634008	0.00000000
Sa	0.065	Goodman test:	6.50958033	0.06316045	0.00000000
Sb	0.060	Reset all	Calculate		

Source: Survey Date (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

P value 0.000 is less than 0.01. Thus, there is mediating effect of employee

development between talent management and employee performance at the 1% significant level.

The total effect, direct effect and indirect effect are as follows:

Total Effect = 0.798

Direct Effect = 0.417

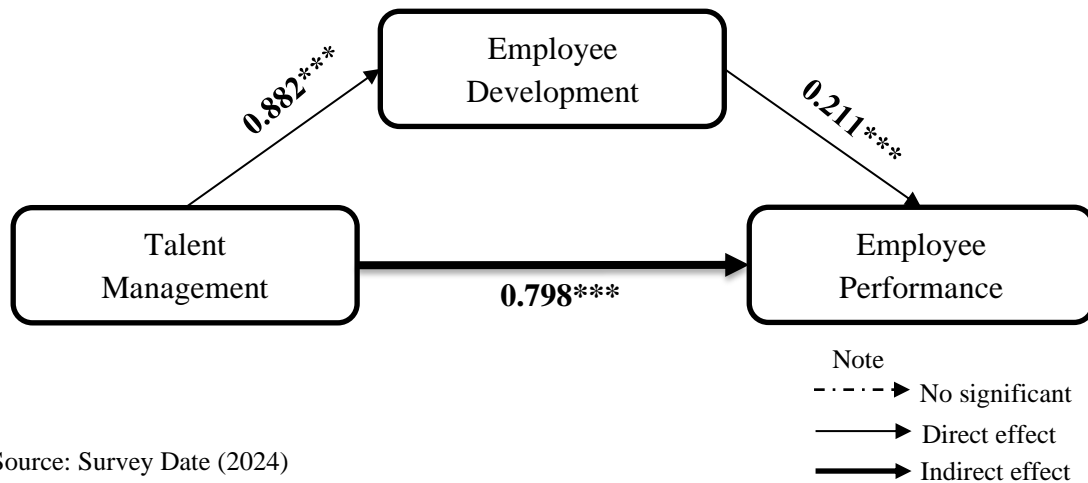
Indirect Effect = $0.882 \times 0.211 = 0.186$

Direct Effect + Indirect Effect = Total Effect

0.612 + 0.186 = 0.798

The direct and indirect effect can be seen in Figure (4.2)

Figure (4.2) Mediating Effect of Employee Development on the Relationship between Talent Management and Employee Performance



Source: Survey Date (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

The result shows that there is a positive significant effect of employee development on employee performance, as shown in Figure (4.2). Regarding with the indirect effect, it is found that there is a positive significant effect of talent management on employee development and a positive significant effect of employee development on employee performance as well. Thus, there is a mediation of employee development is found on the relationship between talent management and employee performance of Myanmar Shipyards. This means that the effect of talent management initiatives on employee performance is influenced by the level of employee development experienced by employees.

CHAPTER 5

CONCLUSION

This chapter presents the study's results, structured into three main sections: findings and discussions, recommendations and suggestions, and the needs for further research. The objectives of this study are to examine the mediating effect of employee development on the relationship between knowledge management and employee performance at Myanmar Shipyards, as well as the mediating effect of employee development on the relationship between talent management and employee performance at Myanmar Shipyards.

5.1 Findings and Discussions

The objectives of this study are to analyze the mediating effect of employee development on the relationships between knowledge management and employee performance, and talent management and employee performance at Myanmar Shipyards. To attain these objectives, structured questionnaires were distributed to 145 employees of Myanmar Shipyards. The survey data indicated a significant mediating effect of employee development on the relationship between knowledge management and employee performance. Specifically, the results indicated that effective knowledge management practices positively influence employee performance when mediated by robust employee development programs. The findings of this study explore the significant mediating effect of employee development in the relationship between talent management practices and employee performance at Myanmar Shipyards. Additionally, the results indicated that effective talent management practices positively influence employee performance when mediated by robust employee development programs.

Among the mean score of knowledge management, employees strongly agree with the highest mean score that they understand new knowledge for unskilled employees because the shipbuilding industry mainly relies on the skills and experience of its workforce. Due to the specialized nature of the work, gaining practical experience is essential, even for those who possess theoretical knowledge. Consequently, the shipyard provides comprehensive training to new employees, where experts closely mentor them according to their skill levels, ensuring they acquire the necessary job responsibilities and technical competencies. However, employees neither agree nor disagree with the lowest mean score that MS has a system for acquiring knowledge and generating new knowledge

because, due to market conditions, the MS primarily constructs vessels for domestic needs, leading to a limited scope of operations that focus on a specific type of production. As a result, opportunities to acquire new knowledge and experience in building modern ships are significantly reduced.

Among the mean score of talent management, employees strongly agree with the highest mean score that MS requires talent for every position because the shipbuilding industry mainly relies on the skills and experience of its workforce. Since the shipbuilding and repair industry involves inherently complex operations that must be completed efficiently, within strict time constraints, and with minimal resource waste. These tasks necessitate a high degree of teamwork and coordination within the organization. Therefore, it is imperative that employees at Myanmar Shipyards possess exceptional skills and talents to meet these demanding requirements effectively.

The first objective of the study is to analyze the mediating effect of employee development between knowledge management and employee performance. The finding indicates that employee development significantly mediates this relationship, demonstrating that effective knowledge management practices enhance employee performance, particularly when effective employee development programs are implemented. Myanmar Shipyards should focus on providing access to training and development resources, encouraging mentorship and coaching, and promoting a culture of continuous improvement.

The second objective is to analyze the mediating effect of employee development between talent management and employee performance. The result shows that there is a mediation of employee development in the relationship between knowledge management and employee performance of Myanmar Shipyards. Myanmar Shipyards should focus on continuous training, which is integral to enhancing technical competencies and safety protocols among employees, and provide structured career development paths, technological advancements to enhance operational efficiency and competitiveness.

5.2 Suggestions and Recommendations

Based on the findings of this study, several suggestions and recommendations are proposed to improve knowledge management, strengthen talent management practices, and focus on strategic investments in employee development.

MS has been firmly established as a successful enterprise for over 50 years. To sustain and enhance this success, it is crucial to leverage its highly competent human

resources. Moreover, MS should capitalize on the longstanding relationships it has cultivated with numerous reputable domestic and international partners. By effectively utilizing these organizational resources, the company can develop innovative products that meet evolving market demands and identify new business opportunities.

MS should develop standardized processes for documenting best practices, technical guidelines, and lessons learned from shipbuilding and repair projects. MS needs more encourage cross-functional collaboration through regular workshops, seminars, and interdisciplinary teams to foster innovation and knowledge exchange.

MS should introduce talent development programs such as mentoring, coaching, and leadership training to nurture high-potential employees and facilitate succession planning within the organization. MS should focus on fostering essential skills and competencies aligned with the shipyard's long-term goals, such as proficiency in emerging technologies, project management capabilities, adherence to safety protocols, and compliance with regulatory requirements.

MS should emphasize strategic investments in employee development. MS should provide training programs to target specific skill gaps and developmental needs identified through comprehensive performance assessments, competency evaluations, and employee feedback mechanisms. MS should offer a wide range of learning opportunities, including internal workshops, external courses, professional certifications, and hands-on training experiences, to cater to diverse learning preferences and support the career growth of employees across different roles within the shipyard.

In conclusion, this study has identified a range of proposals and strategic advice for Myanmar Shipyards, aimed at improving its operational effectiveness and ensuring long-term success in the shipbuilding industry. Emphasizing improved knowledge management, strengthened talent practices, and strategic investments in employee development will be critical for MS. Leveraging its experienced workforce and established partnerships will enable MS to innovate effectively, meet evolving market demands, and seize new business opportunities. By implementing standardized processes, fostering cross-functional collaboration, and prioritizing talent development aligned with organizational goals, MS can position itself for continued growth and competitiveness in a dynamic marketplace.

5.3 Needs for Further Research

This study has examined the relationship between knowledge management and talent management in enhancing employee development and performance within Myanmar

Shipyards. The findings contribute significantly to existing literature by empirically demonstrating the positive impact of employee development on the effectiveness of knowledge management strategies. However, several avenues for further research could expand upon and deepen these insights.

Firstly, investigating additional mediators beyond talent management, such as organizational culture or leadership styles, could offer a more holistic understanding of the factors that shape employee performance within the framework of knowledge management. For example, understanding how leadership practices influence the adoption and utilization of knowledge management systems or how organizational culture supports continuous learning and knowledge sharing processes could provide actionable insights for managers and leaders.

Secondly, exploring comparative studies across different industries or geographical contexts could help in identifying industry-specific or region-specific factors that influence the relationship between knowledge management, talent management, and employee development outcomes. This comparative approach would contribute to the generalizability of findings and offer practical implications for organizations operating in diverse environments.

Lastly, considering the evolving nature of technology and digital transformation within industries, future research could explore how emerging technologies influence knowledge management practices and their implications for talent management and employee development strategies.

In summary, while this study has laid a foundation by highlighting the importance of employee development in enhancing knowledge management effectiveness within Myanma Shipyards, future research endeavors should aim to delve deeper into these areas to provide comprehensive insights and practical recommendations for fostering sustainable organizational performance and competitive advantage.

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APPENDIX I

QUESTIONNAIRE

The Effect of Knowledge Management and Talent Management on Employee Development and Employee Performance of Myanmar Shipyards

This questionnaire is only for EMBA thesis focusing on knowledge management, talent management, employee development and employee performance. The research is conducted solely for academic purposes, and will not be used for any other purpose and will be handled confidentially. Your participation is greatly appreciated.

I. Respondent Profile

Please specify your answer by placing a (√) on the relevant answers provided.

1. Kindly indicate your gender:

Male Female

2. What is your age group?

Under 26 26-35 years
36-45 years old 46-55 years
55 years and above

3. What is your level of Job Position?

Skilled personnel Supervisor Officer
Management

4. Please state your Education Level:

High School Diploma Graduate

5. How many years have you worked with Myanmar Shipyards?

Below 5 years 11-15 years
5-10 years Above 15 years

I. Knowledge Management

"Kindly rate the statements based on your experiences using the organization's services in order to share your feedback."

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

I.	Knowledge Management	1	2	3	4	5
1.	Myanma Shipyards concerns the participating in workshops internal and external of the organization as a method of obtaining knowledge.					
2.	Myanma Shipyards encourages its employees to participate in training programs to gain knowledge.					
3.	Myanma Shipyards has a system for acquiring knowledge about customers, suppliers, and competitors.					
4.	Myanma Shipyards has a system for generating new knowledge about innovation products and processes.					
5.	Employees who actively participate in knowledge creation and innovation are recognised and rewarded by the organisation.					
6.	Myanma Shipyards encourages employees to convert acquired knowledge into the design of new product or process.					
7.	Myanma Shipyards unskills employees to understand the new knowledge are very important for the organization.					
8.	Myanma Shipyards has a system for transferring organizational knowledge to each and every staff.					
9.	Myanma Shipyards has a platform for sharing knowledge throughout the organization.					
10.	Myanma Shipyards has been developing new products and services by using update information with current expertise.					
11.	Employees from Myanma Shipyards are willing to share everything they know if someone asks for their support.					

I.	Knowledge Management	1	2	3	4	5
12.	Myanma Shipyards provides various publications and documents to disseminate knowledge regularly to employees.					
13.	Information system of Myanma Shipyards facilitates knowledge sharing throughout the organization.					
14.	Employees are willing to share their knowledge to each other in the organization.					
15.	Myanma Shipyards is trying to develop a culture of knowledge sharing among its employees.					
16.	Myanma Shipyards applies knowledge learned from experiences and mistakes.					
17.	Myanma Shipyards uses knowledge acquired from learning in the development of new products and processes.					
18.	Myanma Shipyards uses knowledge from various sources to solve problems.					
19.	Myanma Shipyards allows knowledge accessible to those who need it.					
20.	Myanma Shipyards uses the knowledge to gain competitive advantages.					

II. Talent Management

"Kindly rate the statements based on your experiences using the organization's services in order to share your feedback."

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

I.	Talent Management	1	2	3	4	5
1.	The recruitment process at Myanma Shipyard effectively identifies candidates with the required skills and competencies.					
2.	Myanmar Shipyards has fair and transparent talent acquisition policies and procedures.					
3.	Myanma Shipyards provides adequate resources and support for searching talented workers.					
4.	There are clear job descriptions and requirements provided for vacant positions in Myanma Shipyards.					
5.	Myanma Shipyards provides opportunities for career advancement and growth, which attract qualified candidates.					
6.	Myanma Shipyards provides clear career development paths for employees.					
7.	Myanma Shipyards offers a variety of training programs and learning resources to support employee development.					
8.	Myanma Shipyards offers opportunities for employees to enhance their skills and knowledge.					
9.	Myanma Shipyards provides financial support or incentives for employees to pursue further education or certifications.					
10.	The training and development programs offered by Myanma Shipyard align with the organization's strategic objectives.					
11.	Myanma Shipyard provides a supportive work environment that fosters employee engagement and satisfaction.					
12.	The organization recognizes and rewards employees for their achievements and performance.					
13.	Myanma Shipyards evaluates and communicates job performance if its employees.					
14.	Performance appraisal has a positive impact on employee performance of Myanma Shipyards.					
15.	At Myanma Shipyards, every position requires talent.					

II. Employee Development

"Kindly rate the statements based on your experiences using the organization's services in order to share your feedback."

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	Employee Development	1	2	3	4	5
1.	Myanma Shipyard provides adequate training opportunities for employees to enhance their skills, attitude and knowledge.					
2.	Myanma Shipyard provides access to resources (e.g., books, online courses) to support employee development.					
3.	Myanma Shipyard offers opportunities for employees to attend workshops, seminars or conferences relevant to their roles.					
4.	Myanma Shipyard fosters a culture that values and promotes employee development.					
5.	Employees have access to mentors or senior employees who provide guidance and support in Myanma Shipyards					
6.	Myanma Shipyard offers opportunities for cross-functional training and development.					
7.	The recognition and rewards system at Myanma Shipyard motivate employees to pursue further development.					
8.	Myanma Shipyards continuously devoting budget for capacity building,					

III. Employee Performance

"Kindly rate the statements based on your experiences using the organization's services in order to share your feedback."

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

	Employee Performance	1	2	3	4	5
1.	The performance standards set by Myanmar Shipyard are clear and achievable.					
2.	Employees have the equipment and resources needed to carry out their work effectively.					
3.	Myanmar Shipyard recognizes high performers and provide effective rewards.					
4.	The supervisor provides guidance and support to help employees improve performance.					
5.	Employees are committed to completing assignments on time.					
6.	Employees are comfortable with the flexible work arrangement.					
7.	Employees must participate in group discussions and work meetings actively.					
8.	Employees use to review their work performance after job completion.					

APPENDIX II
STATISTICAL OUTPUT

1. Mediating Effect of Employee Development between Knowledge Management and Employee Performance of Myanmar Shipyards

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.618	.615	.35140	2.311

a. Predictors: (Constant), Knowledge Management Mean

b. Dependent Variable: Employee Performance Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	28.546	1	28.546	231.172	.000 ^b
Residual	17.658	143	.123		
Total	46.204	144			

a. Dependent Variable: Employee Performance Mean

b. Predictors: (Constant), Knowledge Management Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.608	.208		2.931	.004		
Knowledge Management Mean	.828	.054	.786	15.204	.000	1.000	1.000

a. Dependent Variable: Employee Performance Mean

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.770 ^a	.592	.589	.42199	2.488

a. Predictors: (Constant), Knowledge Management Mean

b. Dependent Variable: Employee Development Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.977	1	36.977	207.644	.000 ^b
Residual	25.465	143	.178		
Total	62.442	144			

a. Dependent Variable: Employee Development Mean

b. Predictors: (Constant), Knowledge Management Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.038	.249		-.154	.878		
Knowledge Management Mean	.943	.065	.770	14.410	.000	1.000	1.000

a. Dependent Variable: Employee Development Mean

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.850 ^a	.723	.719	.30032	2.648

a. Predictors: (Constant), Employee Development Mean, Knowledge Management Mean

b. Dependent Variable: Employee Performance Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	33.396	2	16.698	185.140	.000 ^b
Residual	12.807	142	.090		
Total	46.204	144			

a. Dependent Variable: Employee Performance Mean

b. Predictors: (Constant), Employee Development, Knowledge Management Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.625	.177		3.523	.001		
Knowledge Management Mean	.417	.073	.396	5.718	.000	.408	2.452
Employee Development Mean	.436	.060	.507	7.334	.000	.408	2.452

a. Dependent Variable: Employee Performance Mean

2. Mediating Effect of Employee Development between Talent Management and Employee Performance of Myanmar Shipyards

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.882 ^a	.777	.776	.26824	2.508

a. Predictors: (Constant), Talent Management Mean

b. Dependent Variable: Employee Performance Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.915	1	35.915	499.156	.000 ^b
Residual	10.289	143	.072		
Total	46.204	144			

a. Dependent Variable: Employee Performance Mean

b. Predictors: (Constant), Talent Management Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.795	.133		5.961	.000		
Talent Management Mean	.798	.036	.882	22.342	.000	1.000	1.000

a. Dependent Variable: Employee Performance Mean

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.838 ^a	.702	.700	.36093	2.819

a. Predictors: (Constant), Talent Management Mean

b. Dependent Variable: Employee Development Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	43.813	1	43.813	336.320	.000 ^b
Residual	18.629	143	.130		
Total	62.442	144			

a. Dependent Variable: Employee Development Mean

b. Predictors: (Constant), Talent Management Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.273	.179		1.521	.130		
Talent Management Mean	.882	.048	.838	18.339	.000	1.000	1.000

a. Dependent Variable: Employee Development Mean

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.892 ^a	.795	.792	.25808	2.590

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

b. Dependent Variable: Employee Performance Mean

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.746	2	18.373	275.857	.000 ^b
Residual	9.458	142	.067		
Total	46.204	144			

a. Dependent Variable: Employee Performance Mean

b. Predictors: (Constant), Employee Development Mean, Talent Management Mean

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.737	.129		5.700	.000		
Talent Management Mean	.612	.063	.676	9.724	.000	.298	3.352
Employee Development Mean	.211	.060	.246	3.533	.001	.298	3.352

a. Dependent Variable: Employee Performance Mean