Investigation of Employee Performance Determinants Reviewing Competence and Organizational Culture with Performance Satisfaction as Intervening Variable

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Abstract. This research intends to collect empirical data, facts, and information that are valid, accurate, and trustworthy regarding the Influence of Organizational Culture, Competence, and Learning on Employee Performance, causal studies at the Sibolga Navigation District Office Class III. This study was conducted from January to March 2022 utilizing a quantitative research strategy and survey methodology. This study's sample consists of 109 state civil servants and 86 state civil servants from the Class Navigation District Office. III Sibolga. Using a Likert Scale, the researchers determined the value of each question item across all variables, as well as the amount of the value provided in each statement. Path Analysis is used to assess data gathered via questionnaire distribution. Competence has a good and considerable impact on job satisfaction, organizational culture has a big impact on job satisfaction, and job satisfaction has a significant impact on performance, according to the findings of this study.

Keywords: Competency; Organizational culture; Job satisfaction; Performance.

Abstrak. Penelitian ini bertujuan untuk mendapatkan data empiris, fakta, dan informasi yang shahih (valid) dan benar, serta dapat dipercaya (reliabel) tentang Pengaruh Budaya Organisasi, Kompetensi dan Pembelajaran terhadap Kinerja Karyawan, studi kausal di Kantor Distrik Navigasi Kelas III Sibolga. Penelitian ini dilakukan dengan menggunakan pendekatan penelitian kuantitatif, dengan menggunakan metode survei, dilakukan mulai bulan Januari 2022 sampai dengan bulan Maret 2022. Sampel penelitian ini berkarakter sama, yaitu sebanyak 109 orang aparatur sipil negara dengan 86 orang aparatur sipil negara di lingkungan Kantor Distrik Navigasi Kelas III Sibolga. Pengukuran dalam penelitian ini dilakukan dengan memberikan nilai dari setiap butir pertanyaan dari semua variabel, ukuran nilai yang diberikan dalam setiap pernyataan menggunakan Skala Likert. Data yang berasal dari penyebaran kuesioner dilakukan analisis data dengan Analisis Jalur (Path Analysis). Hasil dari penelitian ini adalah kompetensi secara positif dan signifikan berpengaruh terhadap kepuasan kerja, budaya

organisasi berpengaruh secara signifikan terhadap kepuasan kerja, dan kepuasan kerja berpengaruh secara signifikan terhadap kinerja.

BACKGROUND

The successful implementation of safe, smooth, effective, and efficient maritime transportation, as specified by Law No. 17 of 2008 pertaining to Shipping, is the primary responsibility of navigation. One of the primary responsibilities of the Sibolga Class III Navigation District is to implement the program for the operation and maintenance of Sailing Navigation Auxiliary Facilities, Shipping Telecommunication, Navigational State Vessels and Base and Workshop Facilities, Sea Observation, Hydrographic Surveys and Monitoring of Flows and Passages, so that measurable and timely performance targets are met.

Employee incompetence is frequently the cause of performance problems inside a business (Pribadi, 2014). High employee performance will significantly impact the overall performance of the firm (Priansa, 2014). Employees with a high level of job satisfaction likely to achieve superior work performance (Priansa, 2014). Employee performance is influenced by their level of competence. A hospitable workplace culture fosters and sustains high performance. A healthy organizational culture will also result in job fulfillment. These are indicators of excellent personnel performance, which will lead to high organizational success as well (Kaswan, 2017). The research conducted by Prasyanto (2017) demonstrates that employee competence influences employee performance at PT Dok and Perkapalan Surabaya via satisfaction as a mediator. Thus, the greater an employee's competence, the greater his or her happiness, which in turn leads to good performance; for instance, highly skilled employees will earn organizational awards that will boost the operational efficiency of workers' motions.

In addition, according to the findings of Manik and Wiarah (2014), there is a substantial relationship between competence and job satisfaction, as well as the performance of health care professionals at Cibabat Hospital in Cimahi City. Research by Ngebu et al. (2018) demonstrates that the skill variable can influence performance via job satisfaction; nevertheless, skills have a greater direct influence on performance than skills on performance via job happiness. The Influence of Organizational Culture and Job Satisfaction on Employee Performance at the Sibolga Class III Navigation District Office demonstrates a significant influence between organizational culture and employee performance, a significant influence between organizational culture and job satisfaction on employee performance, and a significant influence between organizational culture and job satisfaction on employee performance (Manurung, 2017).

On the basis of some of these prior studies, it is evident that the outcomes of the research reported by each researcher vary. In light of the research gap revealed by these studies, it is vital to do additional study to determine and empirically demonstrate the

influence of competence and organizational culture on job satisfaction and its consequences for employee performance. This is due to the inconsistency between one researcher's and another researcher's test results.

Initial findings indicate that there are still performance issues. Performance challenges are multidimensional problems. There are numerous indications that can be used to describe the presence of performance issues in a business. In the current organization of the Sibolga Class III Navigation District office, the lack of staff capabilities in accordance with workload, organizational culture, and job satisfaction creates a difficulty in human relations. Staff unhappiness with leadership and a dysfunctional company culture have a negative impact on employee performance. This is associated with the reasons why employees at the office of the Sibolga Class III Navigation District are less enthused about their work. Lack of competence, particularly for implementing technical tasks in the field as well as for administrators related to budget implementation within the Sibolga Class Ill Navigation District Office, limited implementation of technical education for operational personnel, particularly Sailors, Beacon Tower Guards (PMS), Coastal Radio Stations (SROP), Workshops, and Marine Observations, the limited number of seafarers who have competence in the maritime sector, so that some tasks are not performed effectively.

Ineffective execution of the organization's vision and mission due to the ineffective application of organizational culture. As a result, the organizational culture is ineffective due to the fact that employees are limited to fulfilling their tasks, which is contradictory to the organizational culture of good service. Based on the aforementioned issues, it is evident that employee unhappiness affects employee performance. The amount of employees who do not exert sufficient effort in accomplishing work goals each year, the number of employees who arrive late and leave early, as well as the number of employees who sit around and relax during work hours, all indicate that employee performance is still subpar. In light of these issues, the objectives of this study is to analyse the influence of employee competence, organizational culture, and job satisfaction on employee performance of the Sibolga Class III Navigation District. This research aims to analyze: (1) the relationship between employee work happiness and competency, and (2) employee job happiness and performance, (3) the influence of competence on employee performance as measured by employee work satisfaction, and (4) the impact of organizational culture on employee performance, in the Sibolga Class III Navigation District office through employee job satisfaction.

THEORETICAL STUDY

HR Maintenance and Development

According to Nyoto (2019: 126), "maintenance is an activity to maintain or improve the physical, mental, and loyalty conditions of employees so that they continue to work together until retirement". So, in other words it can be said that maintenance is an effort to maintain power or improve the physical, mental and attitude of employees so that they remain loyal and work productively to support the achievement of organizational goals. HR maintenance, according to Arifin (2013), is "an activity to maintain and maintain a cooperative attitude and work ability of employees who have been created through previous functions, namely procurement, development, work performance assessment, career planning and development, compensation and integration". Supriyono (2018) says

that HR maintenance is the process of maintaining human capabilities as individuals and the effectiveness of the systems developed by the organization. The HR maintenance function involves activities to maintain the physical and mental condition of employees. Good physical and mental conditions will be created by the recruitment of good employees, development, compensation and integration, and continued maintenance. The management of the organization needs to pay special attention to efforts to maintain the health and attitude of employees.

Basically, development is an effort to improve technical capabilities, both in terms of ability, knowledge or knowledge, as well as attitudes according to the needs of the type of work through education and training. The development program, according to Marliani (2015), is structured regularly and carefully based on scientific methods and is guided by the skills needed by the organization today and for the future. Furthermore, Kaswan and Akhyadi (2015) explain that development can also be defined as a growth or realization of one's abilities through conscious and unconscious learning. Development programs usually include elements of a planned study and experience, and are often supported by coaching or counseling facilities.

Competency

In general, competence is defined as a skill, skill, or aptitude. Competence's root term is "competent," which meaning capable, capable, or skilled. According to Sedarmayanti (2017), in the context of Human Resource Management (HRM), competence refers to a person's attributes or characteristics that contribute to his professional success. Spencer and Spencer in Kaswan (2017) define competence as "an underlying trait of an individual that is informally related to criterion-referenced performance effectiveness and/or superior performance in a job or scenario." Competence is a fundamental feature of a person that has a causal relationship with effective performance and/or situation, according to the definition. According to the definition, competence is a fundamental trait of a person that has a causal relationship with effective or superior performance based on the criteria stated in a work setting. In other words, competency enables an individual to perform a task more effectively.

H1: Competence influences job satisfaction of Sibolga Class III Navigation District employees.

H3: Competence influences the performance of Sibolga Class III Navigation District employees.

Organizational Culture

Organizational culture, according to Fahmi (2017), is a practice that has been around for a while and is used consistently throughout the operational life of the company as one of the driving forces to raise employee morale. According to Marliani (2015), organizational culture is a set of beliefs and values created by organizations that direct the conduct of its members. Organizational culture is defined by Sulaksono (2019) as a collection of shared attitudes, connections, and beliefs that are either overtly or implicitly accepted and used by all members of the organization to cope with the outside world and accomplish organizational goals. In this situation, organizational culture significantly affects motivation. Corporate culture, also known as organizational culture, is a set of values or standards that have been in place for a considerable amount of time and are shared by the employees of the firm as behavioral guidelines for resolving organizational

issues (companies). Sutrisno (2018) continues by describing organizational culture as a covert social force that has the power to influence people's behavior within an organization.

H2: Organizational culture influences job satisfaction of Sibolga Class III Navigation District employees.

H4: Organizational culture influences the performance of Sibolga Class III Navigation District employees.

Job Satisfaction

Robbins (2012) defines job satisfaction as the way in which workers view their work. Several variables of employment, including compensation, affect job satisfaction. Working circumstances, supervision, coworkers, work papers, job security, and advancement prospects. Job satisfaction is a favorable outlook on an employee's healthy adaptation to working settings and situations, including wages, social, physical, and psychological issues. Handoko (2014) defines job satisfaction as the performance or emotional reaction to several areas of work. According to Mangkunegara (2017), it reveals aspects that influence job satisfaction, namely emotional aspects related to work such as salary or salary received, career development opportunities, relationships with other employees, job position, type of work, company organizational structure, and quality control, while aspects related to the individual include age, employment status, health status, capacity, and level of education.

There is a correlation between job satisfaction and characteristics such as turnover, absenteeism, age, job level, and business organization size. According to Keith Davis (quoted in Mangkunegara, 2017), "Job satisfaction is related to a variety of significant employee characteristics, including turnover, absences, age, vocation, and the size of the organization in which a person works". The Minnesota Satisfaction Questionnaire (MSQ), used by Weiss et.al (1967), The Job Descriptive Index (JDI) developed by Smith and Hulin (1969), the Pay Satisfaction Questionnaire (PSQ) by Heneman and Schwartz (1985), and the Job Diagnostic Survey (JDS) developed by Hackman and Oldham (1974) can be used to measure job satisfaction, according to Siagian (2006).

H5: Job satisfaction has an effect on the performance of employees in the Sibolga Class III Navigation District.

Performance

Performance in Indonesian is a translation of the term performance (Job Performance), which derives etymologically from the word to perform, which means to display or execute. Conceptually, performance may be viewed from two perspectives: the performance of the individual employee and the performance of the organization. According to Uha (2013), "employee performance is the outcome of the efforts of each organization member." Organizational performance is the sum total of an organization's output. According to Mitchel in Sinambela (2012), two factors determine a person's performance, namely their level of skill and their job motivation. Performance is the aggregate of three interconnected factors: skill, effort, and the nature of external conditions. According to Timpe (in Darodjat, 2015), an employee's fundamental talents can include knowledge of abilities, interpersonal skills, and technical abilities.

State Civil Apparatus (ASN) is a field for civil servants and government employees with work agreements who are employed by government entities. ASN is governed by a distinct statute, Law 5 of 2014 pertaining to ASN. The State Civil Apparatus Law No. 5 of 2014 was ratified by President Dr. H. Susilo Bambang Yudhoyono on January 15, 2014. Law 5 of 2014 pertaining to ASN was promulgated in Jakarta by the Minister of Law and Human Rights, Amir Syamsudin, in the State Gazette of the Republic of Indonesia of 2014 Number 6, and the Elucidation of Law of the Republic of Indonesia Number 5 of 2014 pertaining to Civil Apparatus State Gazette Supplement to the State Gazette of the Republic of Indonesia Number 5494 shall enter into force on the date of promulgation, namely January 15, 2014.

ASN employees are required to accomplish national objectives and realize national aspirations. It is necessary to build a state civil apparatus that has integrity, is professional, disagrees and is free from political intervention, is free from practices of corruption, collusion and nepotism, and is capable of Organizing public services for the community and playing the role of an element of glue for the unity and integrety of the state. In terms of recruitment, appointment, arrangement, and promotion, the implementation of the management of the state civil apparatus has not been founded on a comparison between the skills and qualifications of posts and the skills and qualifications of candidates. Good governance and the realization of the state civil apparatus in the context of bureaucratic reform necessitate the definition of the state civil apparatus as a profession with the responsibility to manage and develop itself, as well as the application of the merit principle in the management of the state civil apparatus.

Organizations/companies always have high expectations and strive for their employees' high performance because with high performance, high profits can be obtained, work can be resolved quickly, errors can be minimized, absenteeism can be reduced, and employees and customers can experience greater job satisfaction. Competent employees are the only ones capable of producing exceptional results. Competent employees play a crucial role in the realization of organizational plans because, despite the help of other resources, the organization cannot carry out its work programs effectively and efficiently without dependable personnel.

Spencer and Spencer (in Abdullah, 2014) define competence as an underlying characteristic of a person related to the effectiveness of performance in his work or as fundamental characteristics of individuals who have a causal or causal relationship with reference criteria, effective or excellent or superior performance at work or in particular situations. Spencer & Spencer (in Abdullah, 2014) define competence as the potential possessed by an employee or employee in the form of good knowledge, skills, and attitudes, so that with the ability and skills as well as good attitudes and motivation, an employee can perform his work effectively. To achieve these indicators, education and training pertinent to their line of employment are required. The higher the degree of competence of employees, the higher their performance; conversely, if the level of competence of employees is poor, their performance will likewise be low (Meutia, et.al., 2016). In addition to the competence component, organizational cultural elements are very closely associated to employee performance.

Culture consists of the values, practices, rituals, myths, and traditions that sustain social life and govern employee conduct. Every organization has a culture that contributes to the formation of the norms or standards for thinking and doing in order to attain its

goals. A positive organizational culture affects job happiness. Hasmin (2016) contends that "organizational culture is also a factor that can improve employee performance; the better the organizational culture, the better the employee performance." In the office of the Sibolga Class III Navigation District, organizational culture was determined to be a driving force for employee happiness and performance. With a good organizational culture adopted by employees at the Sibolga Class III Navigation District office, it is hoped that the emotional bond between employees and the organization as well as between employees will be strengthened, allowing employees to feel at ease while working and enhancing their performance. According to Maulidiyah (2020), "the greater the amount of job happiness of an employee, the greater the person's job performance."

According to the findings of empirical research conducted by Prasyanto (2017), employee competence has a beneficial effect on the performance of PT Dok and Perkapalan Surabaya employees via satisfaction as a mediator. Thus, the greater an employee's competence, the greater his or her pleasure, which in turn produces strong performance; for instance, highly skilled employees will earn organizational rewards that will boost their performance. The findings of Maulidiyah's research (2020) indicate that organizational culture influences performance both directly and indirectly through work satisfaction as an intermediate variable. That is, a good organizational culture will give employees with comfort at work, hence enhancing employee performance. Organizations will be incentivized to provide incentives in the form of proper compensation for the performance of their employees, which will ultimately lead to employee job satisfaction. The greater an employee's degree of pleasure at work, the greater the employee's performance. Consequently, it may be inferred that company culture can influence employee performance via work satisfaction. The frame of the research mind is shown in Figure 1.
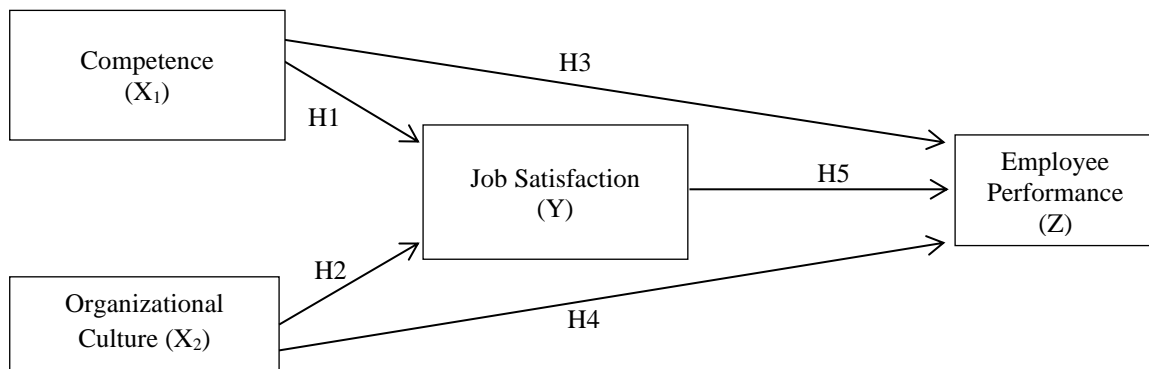
Figure 1. Research Model

RESEARCH METHODS

This study is an example of explanatory quantitative research, which explains the causal relationship between independent variables, such as competence and organizational culture, and the dependent variable, employee performance, as measured by employee job satisfaction variables at the Sibolga Class III Navigation District Office. This investigation was conducted at the office of the Sibolga Class III Navigation District. The study was conducted from January to March 2022, with a total of 109 employees

serving as the research population. Using the Slovin approach, 86 employees were selected as the research sample. In this study, questionnaires, document reviews, and observations were utilized to collect primary and secondary data via the questionnaire method and the document review and observation methods, respectively. Likert Summated Rating (LSR) was utilized as the scale for measuring data. This research also employs descriptive data analysis and interferential analysis, with Path Analysis as the approach, to evaluate the validity of the Validity test and Reliability test and to test statistical hypotheses.

RESULTS AND DISCUSSION

Normality Test

As determined by Table 2, the value of Asymp.Sig. (2-tailed) is 0.078. With the number derived from the aforementioned data, the significance value is 0.078 or greater than 5%. Thus, the variables in this study have a normal distribution.

Table 2. *One-Sample Kolmogorov-Smirnov Test*

		Unstandardized Residual
N		86
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.79218088
Most Extreme Differences	Absolute	.091
	Positive	.042
	Negative	-.091
Test Statistic		.091
Asymp. Sig. (2-tailed)		.078[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
Source: Processed data (2022).

Multicollinearity Test

According to table 3, neither an independent variable nor an independent variable has a tolerance value of less than 0.1. In other words, there is no association between the independent variables. The results of the calculation of the VIF value suggest the same thing, namely that there is no independent variable with a VIF value greater than 10. In this study's regression model, there is no evidence of multicollinearity between independent variables or independent variables.

Table 3. Multicollinearity Test

Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model	B	Std. Error	Beta			Tolerance	VIF
(Constant)	23.129	4.472		5.172	.000		
Kompetensi	.020	.075	.024	.268	.789	.500	2.001
1 Budaya Organisasi	.592	.066	.809	8.979	.000	.497	2.012
Kepuasan Kerja	-.118	.064	-.119	-1.846	.069	.979	1.022

[a]Dependent Variable: Kinerja
Source: Processed data (2022).

Heteroscedasticity Test

Based on the fact in Table 4 that the p value of the f test is more than 0.05, it may be assumed that there is no heteroscedasticity issue.

Table 4. Table of F-Test Results

ANOVA[a]

| Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.370	3	.790	.182	.908[b]
	Residual	355.813	82	4.339		
	Total	358.182	85			

a. Dependent Variable: ABS2
b. Predictors: (Constant), Y, X2, X1

Table 5. Table of Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.630	2.556		.638	.525
	X1	-.018	.042	-.060	-.438	.663
	X2	-.007	.058	-.018	-.130	.897
	Y	.041	.058	.105	.712	.479

[a]Dependent Variable: ABS2

The following Figure 2 shows a scatterplot graph between the predicted values of the dependent variable. There is no discernible pattern of randomly dispersed points above and below 0 on the Y axis, as seen in Figure 2. Thus, it can be stated that there is no heteroscedasticity in the linear regression model used in this study.
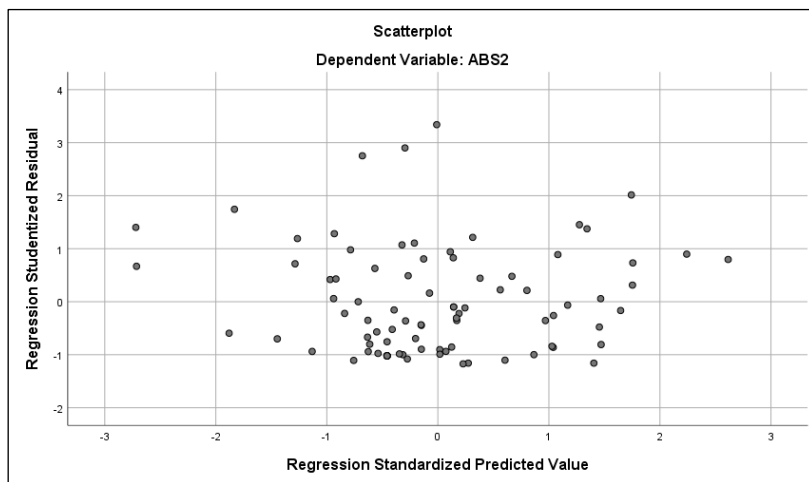
Source: Research Results, Processed Data (2022).

Figure 2. Scatterplot of Heteroscedasticity Test

Simultaneous Test (F-test)

This study proposes the concept that competency influences the performance of Sibolga Class III Navigation District personnel. The resulting regression equation will be shown in equation [1].

$$Z = 1.630 + (-0.18X_1) + (-0.07X_2) + 0.041Y + \varepsilon \quad \text{------------------------------[1]}$$

Table 6. Linear Regression Model

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.766[a]	.586	.571	3.23594	.586	38.736	3	82	.000	1.969

[a]Predictors: (Constant), Y, X2, X1
[b]Dependent Variable: Z

Table 7. Linear Regression Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1216.840	3	405.613	38.736	.000[b]
	Residual	858.648	82	10.471		
	Total	2075.488	85			

[a]Dependent Variable: Z
[b]Predictors: (Constant), Y, X2, X1

Based on the findings of the simultaneous regression test, Sig = 0.000 was determined. Thus, it is possible to accept the premise that simultaneously, competence, organizational culture, and job happiness have a good and significant effect on the performance of employees at the Sibolga Class III Navigation District Office.

Multiple Correlation

RSquare = 0.586 > 0.5, and Adjusted RSquare = 0.571 > 0.5, indicating that the independent variable adequately explains the moderate dependent variable. The effect's magnitude is 57.1%. 100%-57.1% = 42.9% of the remainder is explained by factors outside the model.

Table 8. Partial T-Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	2.066	3.970		.520	.604					
X1	.160	.065	.217	2.463	.016	.582	.262	.175	.649	1.540
X2	.219	.089	.215	2.455	.016	.578	.262	.174	.657	1.522
Y	.440	.090	.469	4.916	.000	.715	.477	.349	.554	1.806

[a]Dependent Variable: Y
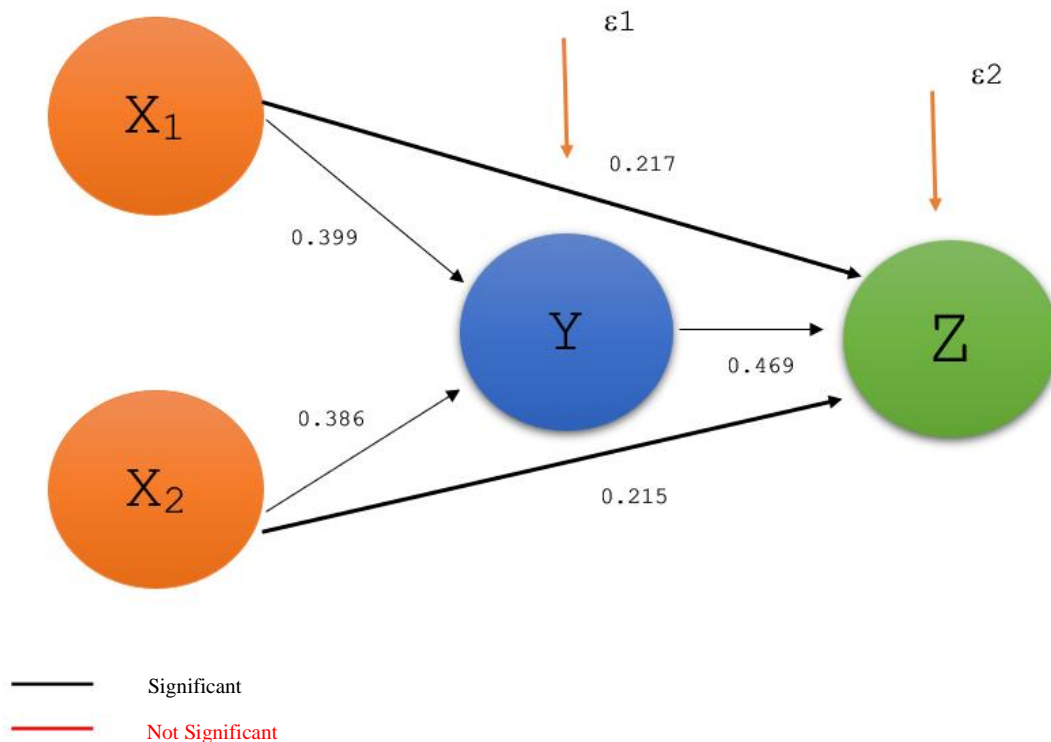
The regression equation is as follows:
Z = 2.066 + 0.160 (X1) + 0.219 (X2) + 0.440 (Z) + ε
The route equation for these data is
Z = 0.217 (X1) + 0.219 (X2) + 0.440 (Y) + ε

Based on the findings of the aforementioned linear regression test, the path coefficients for X1 to Z, X2 to Z, and Y to Z are 0.160, 0.219, and 0.440, respectively.

Figure 2. Path Analysis

Discussion

1. The Effect of Competence on Job Satisfaction

According to the findings of Hasmin's (2016) study analyzing the effects of competence on job satisfaction, performance has a positive and significant effect on job satisfaction.Competence has a positive and substantial effect on the job satisfaction of Sibolga Class III Navigation District personnel, as demonstrated by a t count of 2.463 > t table of 1.663 and a significance level of 0.000 using p-value i.e., 0.000 0.05. This indicates that the significance value is less than 5%, since the value is 0.000. According to the findings of the study, competency has a favorable and considerable impact on job satisfaction. Based on the summary model of the R-Square test findings, it can be shown that there is a link between the aspects of service quality and visitor satisfaction with a value greater than fifty percent (Purba, Maulana, Ariwibowo, 2017).

2. Organizational Culture's Impact on Job Satisfaction

In a recent study by Maulidiyah (2020) that examined the effect of organizational culture on performance, it was discovered that organizational culture had a positive and statistically significant impact on performance.Organizational culture has a positive and substantial effect on the job satisfaction of Sibolga Class III Navigation District employees, as demonstrated by the t count of 2.455 > t table of 1.663 and the significance level of 0.000 using p-value i.e. 0.000 0.05. The significance value is less than 5% with a

significance value of 0.000. According to the findings of the study, organizational culture had a substantial impact on work satisfaction. Consequently, this result complements prior studies.

3. The Effect of Job Satisfaction on Performance

Neza Rozanna, Muhammad Adam, and M. Shabri Abd. Majid (2019) examined the association between job satisfaction and performance and discovered that job satisfaction has a positive and statistically significant effect on performance. According to the responses to the questions about the job satisfaction variable, the employees of the Sibolga Class III Navigation District Office are, on average, quite satisfied with their jobs. With high job satisfaction, it is anticipated that employee performance will also enhance from a managerial perspective. The testing of this hypothesis revealed that job satisfaction has a favorable and statistically significant effect on the performance of employees in the Sibolga Class III Navigation District. The t count was determined to be 4,916, which was greater than the t table value of 1,663, and the significance level was 0.000 using p-value 0.05. The significance value is 0.000, which indicates that it is less than five percent. The results demonstrated that job satisfaction significantly affected performance.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that competence has a positive and significant effect on the performance of employees in the Sibolga Class III Navigation District, organizational culture has a positive and significant effect on the performance of employees in the Sibolga Class III Navigation District, and job satisfaction has a positive and significant effect on the performance of employees in the Sibolga Class III Navigation District. This is because the result of this study is that competence and organizational culture have a substantial impact on job satisfaction and have implications for the performance of employees in the Sibolga Class III Navigation District. This demonstrates that the greatest challenge for Sibolga Class III Navigation District employees is the ability to implement the applicable regulations to ensure the implementation of job duties and functions, as well as the need for training tailored to the abilities required for each Class III Navigation District employee's position. Sibolga.

It is recommended, based on the findings of this study, to increase training to support the work and positions listed in the competency variable question, to pay close attention to the implementation of all applicable regulations for the execution of the duties and functions of the position, to increase the independence of employees in carrying out their responsibilities, and to provide sufficient opportunities. the same for every employee to achieve the highest functional level and the lowest average score, the leader must be able to maintain the level of employee understanding of work regulations and procedures and not believe that bureaucracy makes work more difficult, emphasize to employees that work results must be in accordance with planned goals, and use all available facilities to determine and set work priorities by using time as efficiently as possible.

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