



## The Influence of Talent Management and Competency on Employee Performance in the Sabang Type a Class II Navigation District Office with Organizational Culture as a Mediation

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### ABSTRACT

This research aims to examine the influence of talent and competency management on employee performance at the Sabang Class II Type A navigation district office with organizational culture as a mediating variable. The population in this study was all ASN of the Class II Sabang Navigation District Office, totaling 155 people. Determining the sample in this study used the number of indicators (24) x 5 method so that the number of samples in this study was 120. The sampling technique used was probability sampling. The research model was analyzed using the SEM application with the help of the Amos program. The research results show that talent and competency management directly have a positive effect on organizational culture. The performance of the Sabang Type A Class II Navigation District Office employees is influenced positively and significantly by talent management, competency and organizational culture. Organizational culture partially mediates the influence of talent and competency management on the performance of Sabang Type A Class II Navigation District Office employees. Effective management of organizational culture can act as a powerful driver for improving employee performance through better application of their talents and competencies. The results of this research show the importance of paying attention to these factors simultaneously in an effort to improve employee performance and strengthen organizational culture. The results of this research can contribute to updating theory and in particular, which also produces solutions for research objects

## **INTRODUCTION**

The Sabang Type A Class II Navigation District Office is a government agency which is responsible for managing and supervising navigation activities in the Sabang District. This Navigation District plays an important role in ensuring the safety and smoothness of shipping in the region. The Sabang Type A Class II Navigation District Office carries out navigation activities and provides supervision over several navigation enforcement actions carried out by government agencies and other business entities; and Type B Navigation District which organizes navigation activities.

As an entity that provides services to the community at large, the Sabang Type A Class II Navigation District Office certainly requires competent and qualified human resources. HR plays a central role in the organizational structure. To ensure managerial activities run smoothly, organizations must be equipped with a workforce that has high knowledge and skills, and is committed to managing the organization optimally to improve their performance. Therefore, increasing employee potential is very important so that the organization remains on the right track.

Navigation employees are different from employees in other offices, where Sabang navigation employees must have special abilities in the field of marine navigation. Therefore, setting and clarifying expectations, implementing, monitoring and training employee performance which includes recording performance, providing continuous feedback and developing employee performance is important, especially at the Sabang navigation office. The goal of employee performance is to achieve organizational goals and objectives through improving the quality and capacity of employees, strengthening employee relationships, and strengthening employee relationships with other employees, relationships between employees, and employee relationships with other related stakeholders. These final goals and strategies are one of the main ways to achieve organizational goals.

The performance of employees at the Sabang Type A Class II Navigation District Office includes the quality and quantity of work results in accordance with their respective areas of duties and responsibilities. However, from the observations made, it appears that the performance of employees in the office has not yet reached the standards expected by both the leadership and the community, especially in terms of service to the community. This standard has not been achieved due to a lack of ability and knowledge, especially in the field of navigation, as well as a lack of understanding of the performance mechanisms and objectives of the Sabang Type A Class II Navigation District Office. Many factors influence the performance of Sabang Type A Class II Navigation District Office employees, one of which is organizational culture.

Organizational culture includes the norms, values, attitudes and behaviors that define the way things work within the organization. Many researchers have proven the important role of organizational culture on employee performance. A positive and inclusive organizational culture can increase employee motivation and commitment to organizational goals and values. This can lead to increased performance because employees feel more

involved and encouraged to make maximum contributions. A culture that supports cooperation and teamwork can increase cohesion between employees and strengthen collaboration between them. However, the decline in employee performance achievements was caused by aspects of organizational culture that were deemed not to meet employee expectations. This can be seen from several indicators, such as the level of employee satisfaction when working in the office, mutually respectful relationships between co-workers, and the way the leadership treats each employee. Apart from that, employees' ability to overcome boredom at work is also not fully in line with employees' expectations.

The factor that influences organizational culture and has an impact on employee performance is talent management. Talent management has a significant contribution in improving employee performance (Pella & Inayati, 2011). Talent management can help identify the unique skills and potential of each employee. With placements that match their skills and interests, employees will tend to be more motivated and effective in their duties. Then talent management allows organizations to plan and provide training and skills development to employees. This increases their qualifications to perform specific tasks and improves overall performance. Apart from that, with talent management, an organization can recognize and appreciate the potential and skills possessed by employees, where employees who tend to be more motivated and involved in their work will feel recognized and appreciated. Through effective talent management strategies, organizations can maximize the potential and performance of their employees, thereby supporting long-term growth and success.

Another factor that influences organizational culture and has an impact on employee performance is competence. Competency reflects the employee's expertise obtained from formal or informal education. Competency has a big role in improving employee performance. To improve performance, an employee is expected to have competencies that are in accordance with the main tasks and functions carried out. Competency includes the knowledge, skills and attitudes required and applied in work, in accordance with performance standards set in the workplace. The way to improve performance based on competency variables can be done by determining the most important key competencies for a particular position or task, then carrying out a competency assessment to determine the employee's strengths and weaknesses in each competency area. Improving employee performance based on competency involves identification, assessment, training, goal setting, regular feedback, recognition, collaboration, regular evaluation, mentoring, performance measurement with competency metrics, flexibility, and regular evaluation and adjustment of strategy. At the Sabang Type A Class II Navigation District Office, it can be seen that the competencies possessed by its employees are not yet able to maximize the overall performance of the organization. This is reflected in the fact that there are still many employees who do not have adequate expertise in the field of service and navigation.

## **LITERATURE REVIEW**

### **Employee Performance**

(Waldman, 1994) highlighting work roles as a means of assisting employees in meeting expectations and carrying out plans, or various tasks that must be completed by each member of the organization. Meanwhile, according to (Mangkunegara, 2016) Performance can potentially be defined as the quality and quantity of work results that an employee can achieve if they carry out their duties in accordance with the guidance and support provided. Then (Qureshi et al., 2013) feels that actions taken to accomplish organizational goals (vision) constitute performance as the degree of fulfillment of an organization's mission. Performance is the result obtained during a certain period compared to the standards determined at the beginning of the period (Parlinda & Wahyuddin, 2004)

The findings of multiple earlier studies also indicate that intrinsic rewards, job satisfaction, and an employee's level of competence all have an impact on their performance. Employee capabilities will enable them to provide more knowledge about enhancing performance; subsequent internal rewards from the company and their degree of job satisfaction will also have an effect on enhancing employee performance.

Employee performance is basically the quality and quantity of work results achieved by a worker in carrying out their duties in accordance with the responsibilities given; it also includes product development, performance improvement, and daily work and profit-making activities. Many people imitate real work practices to produce useful products that comply with organizational policies. To manage a task or job effectively, one must have a certain level of perseverance and skill. Individual strengths and weaknesses are not very effective in completing tasks without a clear understanding of what to do and how to do it (Robbins & Judge, 2017).

### **Organizational Culture**

Organizational culture is a characteristic that each organization has. Every organization has a different culture. (Schein, 2017) states that culture is manifested in the behavior and values adopted so that the essence of culture lies in a set of underlying assumptions (norms in the organization). (Deshpandé, Farley, & Webster, 1993) states that organizational culture is a set of shared assumptions and understanding about the functioning of an organization. Meanwhile (Robbins & Judge, 2017) states that organizational culture is a shared perception held by members of the organization.

An organization's culture is a set of fundamental beliefs that have been intentionally found, developed, or produced by a specific group. Similar to this, organizations develop the ability to overcome issues that stem from successfully integrating internally and adapting to the outside world. Consequently, newcomers discover the appropriate perspective and emotion regarding these matters (J. Peters & H. Waterman, 1982).

### **Talent Management**

The methodical identification of key jobs that improve performance and the creation of procedures and systems for position filling comprise the activity and process known as talent management (Hughes & Rog, 2008). (Armstrong &

Taylor, 2014) mentions talent management as an integrated and more comprehensive set of activities that aims to secure the flow of talent in the organization and forms the idea that talent is the main resource in the organization. Meanwhile (Dhanalaksmi & Gurunathan, 2014) Finding the right candidates with the right talents for the right positions is the focus of state talent management. Talent management is an organization's commitment to implementing an integrated, strategic approach and the use of enabling technology for the development of human resource management (Hughes & Rog, 2008).

Talent management is a human resource management concept in an organization that refers to the abilities, talents and expertise possessed. In the growth of an organization, talent management plays a very important role in driving organizational goals. The strategic benefits of talent management implemented effectively include improving employee recruitment processes and retention rates as well as employee engagement levels. Talented employees are employees who have high potential or performance in completing their tasks. High-performing employees are those who demonstrate above-average types of positive attitudes, skills, and behavior (Sonnenberg, Zijderveld, & Brinks, 2014). So talent management can be concluded as a series of activities carried out by an organization with the aim of improving employee performance and organizational performance

### **Competence**

(Wibowo, 2019), says that every organization is created to achieve certain goals, and only after these goals are achieved can the organization be considered a success. To achieve this success, a strong foundation of leadership, employee and work discipline competencies is needed that can strengthen and maximize all of these competencies. When it comes to performance management, planning, employee selection, and other human resource processes, competencies go a long way in building a high-quality work culture. An ability to perform tasks using knowledge and skills (Wibowo, 2019). (Hartati, 2005) asserts that competence is the capacity to accomplish activities in a way that maximizes performance and fosters the development of the work motivation in issue by using information, skills, technology, and experience relevant to the sector of work.

The performance of the organization will be enhanced by HR procedures that consider competency. This is consistent with the need to manage planning processes, create the groundwork for training strategies, establish competency processes, analyze and improve organizational culture, choose and recruit employees, evaluate and develop employees, and develop leaders.

### **Framework**

Based on theoretical descriptions and previous research, the rationale for this research funding is as shown in Figure 1 below:

## **METHODOLOGY**

Explain your methodologies in this chapter. You should explain your research instruments, data collection processes, data analysis processes or hypothesis testing processes, and data display processes..

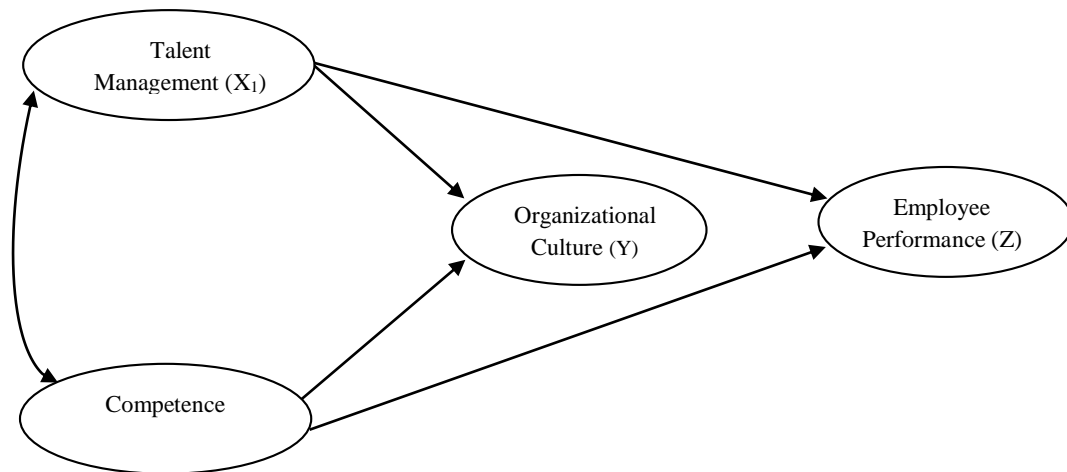


Figure 1. Framework

## Hypothesis

### Descriptive Hypothesis

Ha<sub>1</sub>: Talent management, competency, organizational culture, and performance of Sabang Type A Class II Navigation District Office employees are good.

### Direct Hypothesis

Ha<sub>2</sub>: Talent management influences the organizational culture of the Sabang Type A Class II Navigation District Office

Ha<sub>3</sub>: Competence influences the organizational culture of the Sabang Type A Class II Navigation District Office

Ha<sub>4</sub>: Talent management influences the performance of Sabang Type A Class II Navigation District Office employees

Ha<sub>5</sub>: Competency influences the performance of Sabang Type A Class II Navigation District Office employees

Ha<sub>6</sub>: Organizational culture influences the performance of employees of the Sabang Type A Class II Navigation District Office

### Indirect Hypothesis

Ha<sub>7</sub>: Organizational culture mediates the influence of talent management on the performance of Sabang Type A Class II Navigation District Office employees.

Ha<sub>8</sub>: Organizational culture mediates the influence of competence on the performance of Sabang Type A Class II Navigation District Office employees.

## METHODOLOGY

This research was carried out at the Sabang Type A Class II Navigation District Office. The objects of research are talent management, competence, organizational culture and performance of employees of the Sabang Type A Class II Navigation District Office. The population in this research is all ASN who work at the Sabang Type A Class II Navigation District Office, totaling 155 people. The sample determination in this research was carried out in the manner as stated by (Ferdinand, 2019) namely 5 x the number of indicators, where in this study there were 24 indicators (5 x 24 = 120) so that a sample of 120 people was obtained. In sampling, the technique used was Stratified Proportional Random Sampling as a sampling method. The minimum sample size is determined using the Slovin

formula. The population and sample size in this study are as shown in Table 1 below.

Table 1. Research Population and Sample

No.	Rank Group	Population	Sample
1.	IV/a - IV/d	13	10
2.	III/a - III/d	75	58
3.	II/a - II/d	24	19
4.	I/a - I/d	0	-
5.	Contract/Honorary	43	33
<b>Amount</b>		<b>155</b>	<b>120</b>

Source: Sabang Type A Class II Navigation District Office, (2024)

Research data was collected by distributing personal questionnaires to each respondent. This is done so that researchers can explain in advance the objectives of the research, the method of providing responses to the questionnaire so that they can obtain more accurate data. The measurement indicators used in this research questionnaire are as shown in table 2 below

Table 2. Operational Variables

No	Variable	Variable Definition	Indicator
1.	Employee Performance (Z)	Work results during a certain period are compared with various possibilities  (Parlinda & Wahyuddin, 2004)	<ol style="list-style-type: none"> <li>1. Quality</li> <li>2. Quantity</li> <li>3. Supervision</li> <li>4. Presence</li> <li>5. Independence</li> <li>6. Ability to achieve targets</li> </ol> (Parlinda & Wahyuddin, 2004)
2.	Organizational Culture (Y)	A shared perception held by members of the organization  (Robbins & Judge, 2017)	<ol style="list-style-type: none"> <li>1. Obey the rules</li> <li>2. Perception of work</li> <li>3. Get the job done</li> <li>4. Always on time</li> <li>5. Communication patterns</li> </ol> (Robbins & Judge, 2017)
3.	Talent Management (X1)	Activities and procedures pertaining to the methodical identification of key roles that improve performance as well as the creation of systems and procedures for position filling  (Hughes & Rog, 2008)	<ol style="list-style-type: none"> <li>1. Provide new ideas and provide recognition for these ideas</li> <li>2. Direct performance feedback</li> <li>3. Discuss future opportunities</li> <li>4. Opportunities to develop career</li> <li>5. Awards and recognition are always given to performance</li> <li>6. There is a very clear link between performance and salary</li> <li>7. Assign responsibility</li> <li>8. The organization supports and provides the necessary resources</li> </ol> (Hughes & Rog, 2008)
2.	Competence (X2)	the capacity to perform a task or job using one's knowledge and abilities  (Wibowo, 2019)	<ol style="list-style-type: none"> <li>1. Level of knowledge</li> <li>2. Work ability</li> <li>3. Communication skills</li> <li>4. Skills</li> <li>5. Mastery of IT</li> </ol> (Wibowo, 2019)

Source: Processed Data (2024)

In this research, the scale used to measure respondents' responses is a Likert scale with 5 levels of measurement. This scale was chosen because it can produce ordinal data which can measure a person's perceptions, attitudes and responses. Using SPSS statistical tools, descriptive hypothesis testing was done in this study. The SEM AMOS application was utilized for doing direct hypothesis testing. Testing indirect hypotheses with a Sobel calculator.

## RESULT AND DISCUSSION

### Descriptive Hypothesis

The purpose of this descriptive hypothesis testing is to ascertain the circumstances around each variable in this study. Table 3 below displays the findings of respondents' perceptions of each variable in this study.

Table 3. One Sample Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Defference	95% Confidence Inetrval of the Difference	
					Lower	Upper
Talanet Management	55.692	119	0.000	26.250	25.32	27.18
Competence	59.707	119	0.000	18.892	18.27	19.52
Orgazational Culture	38.842	119	0.000	14.850	14.09	15.61
Employee Performance	46.116	119	0.000	18.442	17.65	19.23

Source: Processed Data (2024)

Based on the test results as shown in the table above, it shows that the respondents' perceptions of each variable in this study have a significant 2-tailed value of  $0.000 < 0.05$ . These results show that the talent management, competence, organizational culture and performance of the Sabang Type A Class II Navigation District Office employees are good. With this it can be concluded that the results of descriptive hypothesis testing (H1) are accepted where Ha1 is accepted and H01 is rejected.

### Direct Hypothesis

Before conducting direct hypothesis testing, a model feasibility test is first carried out as required in the AMOS SEM model as explained in (Whittaker & Schumacker, 2022) where before direct testing is carried out, CFA and GOF testing is first carried out. The results of testing the two models produced a research model as shown in Figure 2 below:

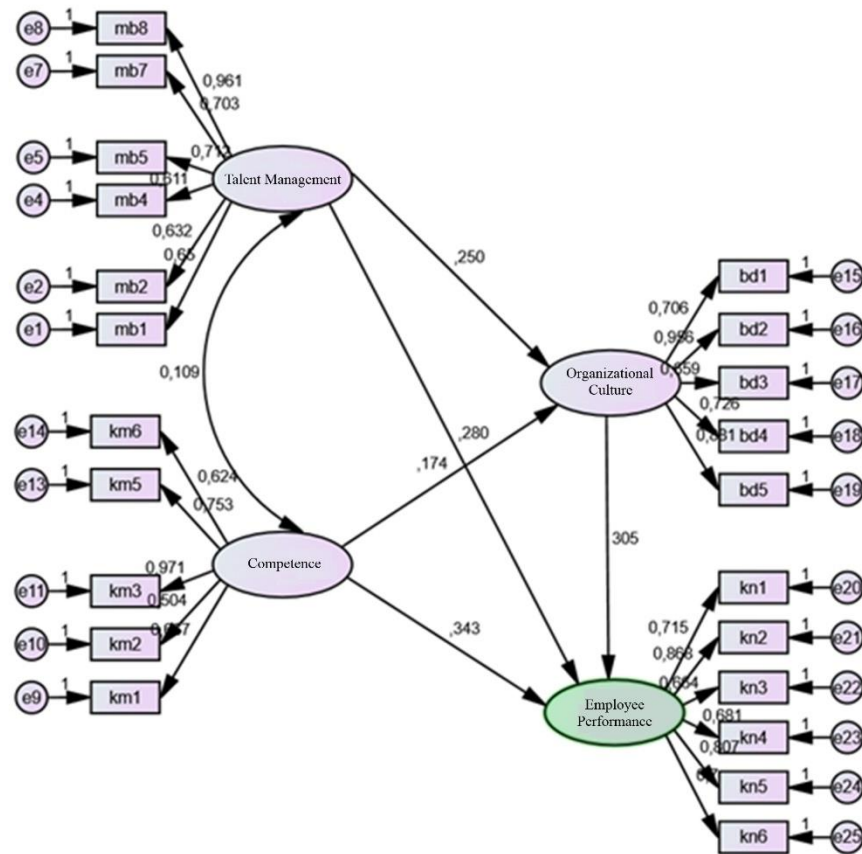


Figure 2. Full SEM Model

Based on the full SEM model image above, the results of direct hypothesis testing were obtained as presented in table 4 below

Table 4. Regression Weight Structural Eqational Model

Endogenous		Exogenous	Estimate	S.E.	C.R.	P
Employee performance	<-- -	Talent Management	0.343	0.087	4.368	***
Employee performance	<-- -	Competence	0.280	0.038	6.053	***
Organizational culture	<-- -	Talent Management	0.250	0.088	3.068	***
Organizational culture	<-- -	Competence	0.174	0.118	3.220	***
Employee performance	<-- -	Organizational culture	0.305	0.080	6.125	***

Source: Processed Data (2024)

The results of direct hypothesis testing in table 4 above, the statistical equation can be formulated as follows:

$$\text{Organizational Culture} = 0.250 \text{ Talent Management} + 0.174 \text{ Competency}$$

$$\text{Employee Performance} = 0.343 \text{ Talent Management} + 0.280 \text{ Competency} + 0.305 \text{ Organizational Culture}$$

From table 4 above, it can be seen that the results of direct testing of talent management on organizational culture obtained a C.R value of  $3.068 > 1.96$  and a P value of  $0.000 < 0.05$ . This value proves that talent management has a positive and significant influence on organizational culture. The large role of talent management in influencing organizational culture can be seen from the standardization value of 0.250, which means that the more talent management implemented will be able to improve the organizational culture of the Sabang Type A Class II Navigation District Office by 25%. These results prove that hypothesis 2 is accepted where Ha2 is accepted, H02 is rejected.

The results of testing the influence of competence on organizational culture obtained a C.R value of  $3.220 > 1.96$ , a P value of  $0.000 < 0.05$  and an estimate value of 0.174. These results prove that competence is able to positively influence organizational culture. The magnitude of the role of competence in influencing organizational culture is 17.4%. These values prove that the results of testing hypothesis 3 are accepted where Ha3 is accepted and H03 is rejected.

Testing Hypothesis 4 obtained a C.R value of  $4.368 > 1.96$  and a P value of  $0.000 < 0.05$ . This value also proves that talent management has a positive effect on employee performance, where talent management at the Sabang Class II Class II Navigation District Office will be able to increase employee performance by 34.3%. These results prove that hypothesis 4 is accepted where Ha4 is accepted and H04 is rejected.

Testing hypothesis 5 shows that competence has a positive and significant effect on employee performance (Ha5 is accepted and H05 is rejected). This can be seen from the C.R value of 6.053 and the P value of  $0.000 < 0.05$ . The magnitude of the role of competence in influencing the performance of Sabang Type A Class II Navigation District Office employees is 28%.

The next hypothesis also obtains a C.R value of 6.125 and a P value of  $0.000 < 0.05$ . This value shows that organizational culture has a positive and significant effect on employee performance. The magnitude of the role of organizational culture in improving the performance of Sabang Type A Class II Navigation District Office employees is 30.5%. These results indicate that hypothesis 6 is accepted where Ha6 is accepted and H06 is rejected.

From all direct hypothesis testing, it can be seen that the variable that has the biggest role in improving the performance of Sabang Type A Class II Navigation District Office employees is talent management which received a score of 34.3%. This is followed by the organizational culture variable at 30.5%, and the competency variable at 28%.

### **Indirect Hypothesis**

The direct effect test is nothing but the coefficient of all the coefficient lines with one-ended arrows. Indirect effects are effects that arise through an intermediate variable. As explained in Figure 3 below

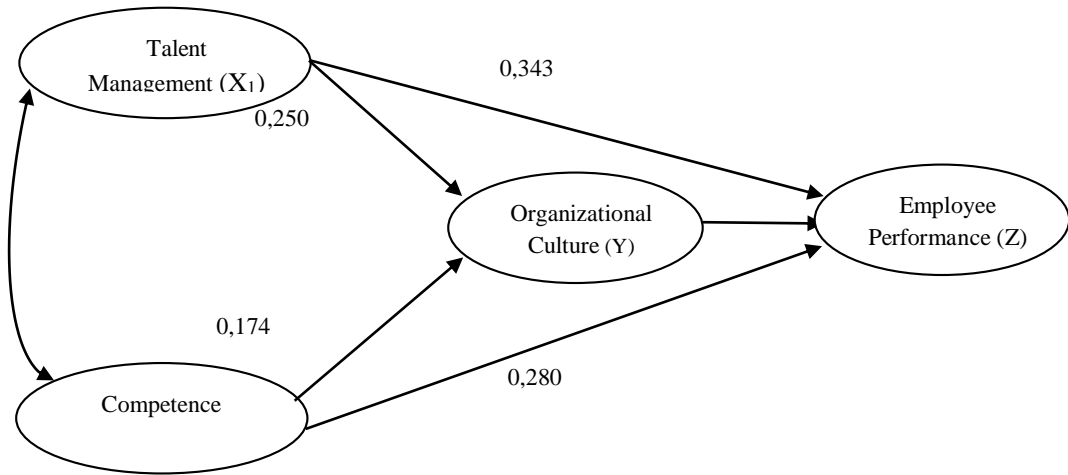


Figure 3. Influence Between Variables in the Flow Diagram

Based on the coefficient results from SEM, it shows direct and indirect effects, as shown in Table 5

Table 5. Direct Effect and Indirect Effect

No	Description	Direct	Inderect	Information
1.	The influence of talent management on employee performance	$(0.343)^2$ = 0.118	$0.343 \times 0.305$ = 0.104	Direct < Indirect
2.	The influence of competency on employee performance	$(0.280)^2$ = 0.078	$0.280 \times 0.305$ = 0.085	Direct < Indirect

Source: Primary Data, 2024 (Processed)

Based on the table above, a path diagram can be drawn for the influence of talent management on the performance of Sabang Type A Class II Navigation District Office employees through organizational culture as follows

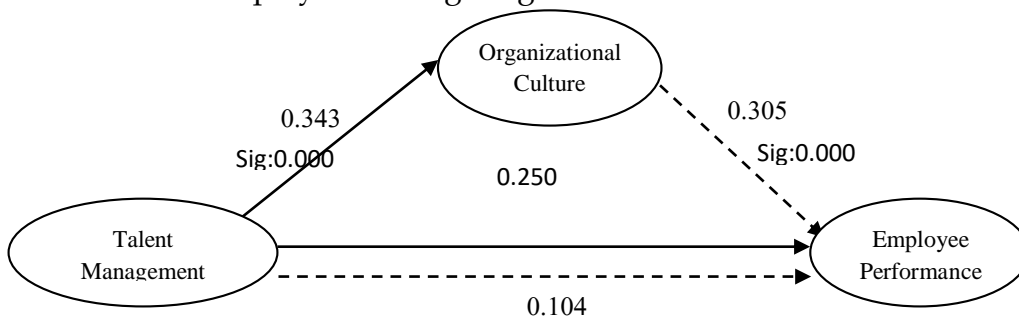


Figure 4. The Mediating Effect of Talent Management on Employee Performance Through Organizational Culture

The results of the Sobel test on the influence of talent management on employee performance through organizational culture are as shown in Figure 5 below

Memasukkan:		Statistik uji:	Std. Kesalahan:	p -nilai:	
A	0.343	Tes sobel:	2.74066067	0.03817145	0.00613158
B	0.305	Tes Aroian:	2.69620788	0.03880079	0.00701339
s <sub>a</sub>	0.087	Tes orang baik:	2.78738724	0.03753156	0.00531349
dengan b	0.080	Reset all	Menghitung		

Figure 5. Sobel Test for Hypothesis 7

Based on the test results above, the T statistic value is  $2.74 > 1.96$  and the P value is  $0.006 < 0.05$ . These results indicate that organizational culture partially mediates the influence of talent management on the performance of employees of the Sabang Type A Class II Navigation District Office. The magnitude of the role of organizational culture in influencing talent management on employee performance is 10.4%. This shows that with increasing organizational culture, it will be able to increase the role of talent management in improving employee performance by 10.4%. These results indicate that organizational culture has a big role in influencing employee performance. Therefore, it is important for the leadership to always monitor the implementation of organizational culture in carrying out daily tasks so that the basic values and norms of the organization can be applied by all employees in trying to achieve the goals of the organization. This result can be interpreted that testing hypothesis 7 is accepted where  $H_{a7}$  is accepted and  $H_{07}$  is rejected.

The research results show that testing the mediating effect of organizational culture variables in mediating competence on employee performance can be explained as follows:

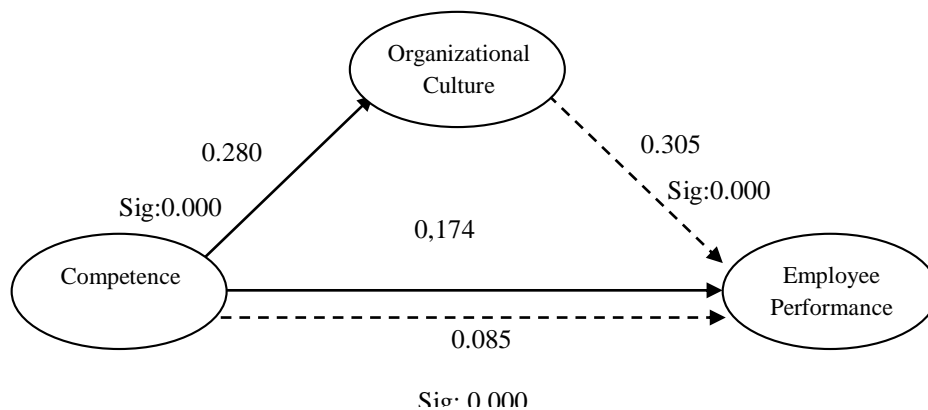


Figure 6. Mediating Effect of Competency on Employee Performance Through Organizational Culture

The results of the sobel test for the influence of competency on the performance of employees of the Type A Class II Sabang Navigation District Office through organizational culture are as shown in Figure 7 below

Memasukkan:		Statistik uji:	Std. Kesalahan:	p -nilai:
A	0.280	Tes sobel: 3.38609575	0.02522079	0.00070895
B	0.305	Tes Aroian: 3.36176262	0.02540334	0.00077447
s <sub>a</sub>	0.038	Tes orang baik: 3.41096504	0.0250369	0.00064733
dengan b	0.080	Reset all	Menghitung	

Figure 7. Sobel Results of Hypothesis Test 8

Based on the results of the Sobel test above, we obtained a statistical t value of  $3.386 > 1.96$  and a P value of  $0.000 < 0.05$ . These results indicate that organizational culture partially mediates the influence of competence on the performance of employees of the Sabang Type A Class II Navigation District Office. The magnitude of the role of organizational culture in mediating the influence of competence on employee performance is 8.5%. This value proves that the more organizational culture improves, the more competence plays a role in improving employee performance by 8.5%.

Thus, to improve employee performance, apart from developing their competencies, it is also important to strengthen or manage organizational culture to support the effective use of these competencies. This emphasizes the importance of understanding the role of organizational culture in shaping and supporting overall employee performance.

### Managerial Implications

The results of this research have the implication that talent management has a positive and real impact in improving employee performance at the Sabang Type A Class II Navigation District Office. Organizational culture can be seen by employees feeling happy in carrying out their work and personal lives, then regarding employees being able to establish good relationships with co-workers, employees being able to maintain good relationships with leaders, employees having the ability to overcome boredom at work and mutual respect among fellow employees is able to improve employee performance, especially in carrying out their main duties and functions as employees at the Sabang Type A Class II Navigation District Office.

Effective talent management can improve employee performance. When employees feel that the organization values and develops their talents, they tend to be more motivated to give their best in their work. This can improve overall employee performance. Good talent management can increase employee productivity. By identifying and utilizing the talents of employees, organizations can place them in positions that suit their skills. This can result in increased productivity because employees can carry out tasks more efficiently and effectively.

The implications of the research results on the competency variable also show that the competencies possessed by employees of the Type A Class II Sabang Navigation District Office can also have a positive influence on increasing employee performance and improving the organizational culture of the Sabang Class II Type A Navigation District Office. The influence of competency on employee performance is important in the world of work. Competency refers to the knowledge, skills and attitudes possessed by an employee in carrying out their duties. Employee performance, on the other hand, refers to the work results

achieved by employees in carrying out their duties and responsibilities. Good competency can increase employee productivity. When an employee has knowledge and skills that are relevant to their job, they can carry out their tasks more efficiently and effectively. This can result in increased productivity in the organization.

Organizational culture has a significant influence on employee performance. Research shows that a good organizational culture can contribute to improving employee performance. A positive and motivating organizational culture can increase employee motivation and involvement in their work. When employees feel connected to the values and goals of the organization, they tend to be more motivated to give their best in their work. A good organizational culture can also have a positive impact on the quality of employee work. When organizations encourage and implement high quality standards, employees will tend to work more thoroughly and produce better performance.

An organizational culture that encourages collaboration and teamwork can improve employee performance. When employees feel supported and valued in working together with their colleagues, they tend to work more effectively in teams and achieve better results. An organizational culture that encourages innovation and creative thinking can improve employee performance. When organizations provide space for employees to innovate and try new things, they can generate new ideas that can increase work efficiency and effectiveness.

Meanwhile, the implications of talent management for organizational culture at the Sabang Type A Class II Navigation District Office also have a significant influence. Good talent management can encourage the creation of an organizational culture that is inclusive and respects diversity. In managing talent, organizations can consider different backgrounds, abilities and perspectives. This can create an inclusive work environment, where every individual feels valued and can contribute optimally. Effective talent management can also encourage collaboration and teamwork within an organizational culture. By identifying and developing individual talent, organizations can build strong, complementary teams. This can increase collaboration between employees, strengthen team relationships, and improve overall team performance.

Meanwhile, the implications of competence for organizational culture also have a significant influence, especially having an indirect influence on employee performance. Good competencies can contribute to improving the quality of work in organizational culture. When employees have competencies that are relevant to their duties and responsibilities, they can carry out their work better. This can create an organizational culture that focuses on high quality work. Good competencies can also increase collaboration in organizational culture. When employees have complementary competencies, they can work together more effectively in teams. This can create an organizational culture that encourages collaboration and good teamwork.

## **CONCLUSION AND RECOMMENDATION**

Based on the results of research on employees of the Sabang Type A Class II Navigator District Office, it shows that talent management, competency, organizational culture and employee performance are good. This can be seen from the one sample test value where all variables have obtained a significant value of less than 0.05. The results of hypothesis testing directly show that talent and competency management have a positive effect on organizational culture. The performance of the Sabang Type A Class II Navigation District Office employees is influenced positively and significantly by talent management, competency and organizational culture. The acceptance of all these direct hypotheses can also be seen from the acquisition of the C.R. value and P value for each relationship between variables where all relationships have obtained a C.R. value greater than 1.96 and a P value smaller than 0.05.

The results of testing the mediation hypothesis show that organizational culture partially mediates the influence of talent management and competency on the performance of employees of the Sabang Type A Class II Navigation District Office. This result is shown from the results of the sobel test which obtained a t statistical value  $> 1.96$  and a P value  $< 0.05$ . Organizational culture, as an intermediary, plays a role in organizing and shaping the way employees use their talents and competencies in the organizational context. This includes the norms, values, and practices implemented by the organization and accepted by its members. Thus, to achieve optimal employee performance, it is important to not only pay attention to developing employee talents and competencies, but also ensure that the organizational culture supports the use and development of these assets. In this context, effective management of organizational culture can act as a powerful driver to improve employee performance through better application of their talents and competencies.

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