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The Influence of Training and Discipline on Employee Performance is Governed by Work Competence at the Job Training Center and Productivity Jambi Province

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Abstract: This study aims to analyze the influence of Training and Discipline on Employee Performance mediated by Work Competencies at the Job Training and Productivity Center (BLKP) of Jambi Province. This study uses a descriptive and verifiable approach, focusing on 60 BLKP employees as the object of research. The analysis was carried out using the Partial Least Squares (PLS) method. From the results of the questionnaire, it was obtained that the training was considered effective with a total score of 2624. Employee discipline at BLKP Jambi is also relatively high, with a score of 1754. Employee Work Competencies showed a high score with a score of 2213, and Employee Performance was also included in the high category with a score of 2622. The results of the study show that Education and Training have a positive and significant effect on Work Competence, and Discipline also has a positive and significant influence on Work Competence. In addition, Training and Discipline each have a positive and significant effect on Employee Performance. Work Competencies also have a positive and significant influence on Employee Performance. Furthermore, the results of the analysis show that Work Competency significantly mediates the influence of Training and Discipline on Employee Performance in BLKP Jambi Province.

Keyword: Training, Discipline, Competence, & Employee Performance

INTRODUCTION

Human resources (HR) can be used as an asset for every aspect of activities, especially those related to the existence of the organization. The potential possessed by humans will be able to realize the role of human resources as social beings who can be adaptive and transformative, so that they have the ability to manage themselves and all the potentials available in the universe in order to realize prosperity in a reasonable, sustainable and sustainable order (Zahari et al., 2022).

Improving employee performance is one of the main keys to achieving effective and efficient organizational goals. In the context of the Jambi Province Job Training and

Productivity Center (BLKP), this performance improvement is increasingly important considering the vital role of BLKP in preparing a competent workforce and ready to compete in the job market.

Training is a systematic effort to improve the knowledge, skills, and work attitude of employees (Syahrudin et al, 2021). At BLKP Jambi Province, the training is designed to answer the specific needs of the workforce, both in terms of technical expertise and non-technical skills such as communication and time management. Through Diklat, employees are expected not only to be able to master their tasks better, but also to be able to adapt to technological developments and changes in the job market (Prasetya et al., 2021).

Effective training has a direct impact on improving employee work competence. Work competence is a person's ability to perform certain tasks with set standards. When employees take part in the training, they gain new knowledge and update skills relevant to their duties, which in turn improves their work competence. This competency is not only beneficial for individuals, but also for organizations, because more competent employees tend to be more productive.

Work discipline is another crucial factor that affects employee performance. Discipline includes compliance with applicable rules and regulations, as well as the commitment of employees to carry out their duties on time and in accordance with the set standards. In the Jambi Provincial BLKP, work discipline is measured through various indicators, such as attendance, punctuality, and compliance with standard operational procedures (Ismayuni, 2024).

Strong discipline encourages employees to work consistently and efficiently, thereby reducing errors and increasing productivity (Putri & Syarif, 2024). In addition, discipline also plays a role in creating a positive and professional work culture, which is very important in a training and development-oriented work environment such as BLKP. Work discipline not only improves individual performance.

Work competence functions as a mediator that connects training and work discipline with employee performance (Sudarmanto, 2015). With increased work competence, employees are able to apply the knowledge and skills gained from the training to their daily work. This competency also allows employees to work more efficiently and effectively, thereby improving their performance (Wibowo, 2016).

On the other hand, high work competence strengthens the influence of work discipline on performance. Disciplined and competent employees tend to be more able to face challenges in their jobs and complete tasks with better quality. This shows that work competence is not only the result of training, but also influenced by work discipline that is applied consistently.

When training is well designed and implemented, and work discipline is consistently enforced, the work competence of employees increases, which in turn will improve their performance. Competent employees not only complete their tasks well, but also contribute to the achievement of organizational goals more effectively.

Therefore, it is important for the Jambi Provincial BLKP to continue to develop relevant and effective training programs, as well as ensure that work discipline is strictly implemented. In addition, efforts to improve employee work competence must be the main focus, because this competency is an important bridge between training and work discipline in improving employee performance.

At the Job Training Center and Productivity in Jambi Province, understanding the factors that influence employee performance is crucial for enhancing the overall productivity

and effectiveness of the organization. This study explores the impact of training and discipline on employee performance, with a specific focus on how work competence mediates these relationships.

These programs aim to improve technical and soft skills, ensuring that employees are well-prepared to meet job demands and contribute to organizational goals. However, the mere provision of training does not automatically guarantee enhanced performance. It is essential to understand how training translates into improved work outcomes and how other factors may influence this relationship.

Discipline within the workplace plays a vital role in shaping employee behavior and performance. A disciplined work environment fosters consistency, adherence to standards, and a structured approach to task execution. Employees who follow established rules and procedures are more likely to develop and apply their competencies effectively, leading to higher performance levels.

Work competence, encompassing the abilities, knowledge, and skills required for job performance, acts as a crucial mediator in this context. Competence development through training and disciplined behavior can significantly impact how employees perform their tasks. High work competence enables employees to apply their skills more effectively, solve problems efficiently, and adapt to changing work conditions.

This study aims to investigate how training and discipline influence employee performance at the Job Training Center and Productivity in Jambi Province, with a particular emphasis on the mediating role of work competence. By examining these relationships, the study seeks to provide insights into how to enhance employee performance through targeted interventions and effective management practices. Understanding these dynamics will offer valuable guidance for optimizing training programs, fostering discipline, and ultimately improving organizational productivity.

The purpose of this research is to know and analyze Training and Discipline on Employee Performance governed by Work Competencies at the Jambi Province Job Training and Productivity Center.

METHOD

Data is a measure of value. The data that has been processed is called information. Good data requirements include being accurate, data must be relevant and *up to date* (Sudirman, Osrita & Hapsari (2020)). This study adopts descriptive-verifiable and quantitative methods. According to Sugiyono (2016), the verifiable method is a research approach that aims to test hypotheses resulting from descriptive research through statistical analysis, to determine whether the hypothesis is accepted or rejected. The sample in this study was 60 people. In this study, data was collected through questionnaires, and data analysis was carried out using the PLS analysis method.

RESULTS AND DISCUSSION

Convergent Validity Testing

Convergent validity testing is a method to measure the extent to which indicators or variables designed to measure a common construct or concept are highly correlated with each other. In the context of quantitative research, especially in factor analysis or measurement models, convergent validity ensures that indicators that are supposed to be related to each other in measuring a concept, actually show the linkage. The results of the calculation of outerloadings by using SmartPLS 3.0 software can be seen in the following figure :

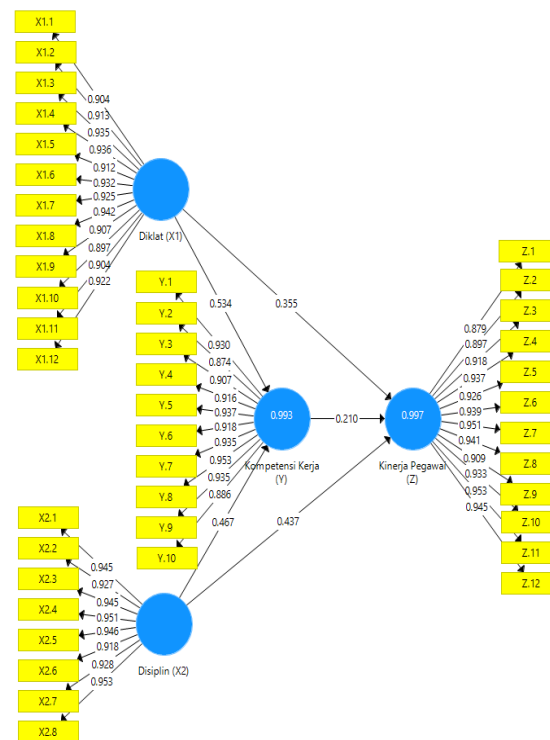


Figure 1. Outer Loading Results

Based on the figure showing all loading factors above 0.70, the calculation results of this model are considered reliable. Loading factors that exceed the threshold value of 0.70 indicate that each variable indicator in the model has a strong and significant contribution to the construct being measured. High loading factors reflect that the indicators have a strong relationship with their constructs, which means that the measuring instrument can be relied on to measure the intended variables. High loading factors also indicate that the indicators effectively reflect the dimensions or aspects of the construct being studied. In the analysis of measurement models, loading factor values above 0.70 are generally accepted as evidence that the indicators are valid and relevant in measuring the intended construct. In other words, this model shows a good level of internal consistency, where the indicators together support the measurement of the construct reliably.

Next, to determine the validity of convergence at the construct level, we use the Average Variance Extracted (AVE) measure. In the outer model, AVE is considered to meet the convergent validity criteria if the AVE value is more than 0.50. Here are the results of the AVE scores obtained:

Table. 1. Average Variance Extracted Value

Variable	AVE Scores	Information
Training (X1)	0.845	Valid
Discipline (X2)	0.882	Valid
Work competence (Y)	0.845	Valid
Employee Performance (Z)	0.860	Valid

Source: Smart PLS Vers 3.0 (2024)

The Average Variance Extracted (AVE) value for each variable in this model indicates that the model has good convergent validity. AVE is a measure of how well the indicators of a construct can explain the variance of the construct. An AVE value above 0.50 is generally considered to indicate adequate convergent validity, because more than half of the variance of the construct is explained by its indicators.

For the Training variable (X_1), with an AVE value of 0.845, it indicates that the indicators used to measure this construct are able to explain the variance of the construct very well. The same applies to the Discipline variable (X_2) with an AVE value of 0.882, which indicates that the indicators for this construct are also valid and relevant. The Work Competence variable (Y) has an AVE value of 0.845, which indicates that this construct is effectively measured by the established indicators. Finally, the Employee Performance (Z) variable with an AVE value of 0.860 shows strong convergent validity, because its indicators are able to explain the variance of the construct well. Overall, the high AVE values for all variables confirm that this model has a good level of convergent validity, ensuring that the indicators used effectively reflect the construct being measured.

Table 2. Composite Reliability

Variable	Composite Reliability	Information	Cronbach's Alpha	Information
X1	0,985	Reliable	0,983	Reliable
X2	0,984	Reliable	0,981	Reliable
Y	0,982	Reliable	0,980	Reliable
Z	0,987	Reliable	0,985	Reliable

Source: Smart PLS Vers 3.0 (2024)

The table shows the Composite Reliability and Cronbach's Alpha values for the variables in this study, both of which are used to measure the reliability of the measuring instrument. Composite Reliability indicates the extent to which indicators in a construct consistently measure the variable, with values above 0.70 considered reliable. In the table, all variables have high Composite Reliability values, namely: X1 (Training) with 0.985, X2 (Discipline) with 0.984, Y (Work Competence) with 0.982, and Z (Employee Performance) with 0.987. These values indicate that the indicators for each variable are very reliable in measuring their constructs. In addition, Cronbach's Alpha, which is also a measure of internal reliability, shows how well the indicators in a variable measure the same construct. The Cronbach's Alpha values for all variables also exceed 0.70, namely: X1 (0.983), X2 (0.981), Y (0.980), and Z (0.985). These values indicate that all variables are declared reliable according to the Cronbach's Alpha criteria. Overall, these results confirm that both Composite Reliability and Cronbach's Alpha show a very high level of consistency for all variables in the model, indicating that the measuring instrument used in this study is reliable and consistent in measuring the variables studied.

Inner Model Evaluation

In the context of Structural Equation Modeling (SEM) or similar analytical frameworks, the inner model evaluation focuses on assessing the relationships between latent variables and their impact on the dependent variables within the proposed model. For this study, which examines the influence of training and discipline on employee performance mediated by work competence, the inner model evaluation involves the following steps:

Table 3. R-Square Value

Variable	R-Square
Work competence (Y)	0.993
Employee Performance (Z)	0.997

Source: Smart PLS Vers 3.0 (2024)

For the Job Competence (Y) variable, the R-Square value is 0.993. This means that 99.3% of the variance in Job Competence can be explained by the independent variables in the model. This value indicates that the model has a very good fit in explaining changes in

Job Competence, with the independent variables contributing significantly to the variation in this construct.

For the Employee Performance (Z) variable, the R-Square value is 0.997. This indicates that 99.7% of the variance in Employee Performance can be explained by the independent variables in the model. This value reflects a very high level of fit, indicating that the model can explain almost all of the variation in Employee Performance.

Overall, the very high R-Square values for these two variables confirm that the analysis model is very effective in explaining the variance in Job Competence and Employee Performance, indicating that the independent variables studied have a very large impact on the two dependent variables.

Hypothesis Testing

In this study, we aim to test the following hypotheses to understand the relationships between training, discipline, work competence, and employee performance at the Job Training Center and Productivity in Jambi Province. By rigorously testing these hypotheses, we aim to provide insights into how training and discipline influence employee performance through work competence, offering valuable guidance for improving organizational practices.

Table 4. Result for Inner Weights

				Original Sample (O)	Sample Mean (M)	Standardized Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Training (X1)	->	Work Competencies (Y)		0.534	0.535	0.056	9.522	0.000
Discipline (X2)	->	Work Competency (Y)		0.467	0.466	0.056	8.317	0.000
Training (X1)	->	Employee Performance (Z)		0.355	0.335	0.083	4.292	0.000
Discipline (X2)	->	Employee Performance (Z)		0.437	0.448	0.068	6.457	0.000
Work Competency (Y)	->	Employee Performance (Z)		0.210	0.220	0.096	2.194	0.029
Training (X1)	->	Work Competency (Y) -> Employee Performance (Z)		0.112	0.118	0.053	2.111	0.035
Discipline (X2)	->	Work Competency (Y) -> Employee Performance (Z)		0.098	0.103	0.046	2.116	0.035

Source: Smart PLS Version 3.0 (2024)

The influence of Education and Training on Work Competency was very significant (P-value = 0.000 < 0.05) with a coefficient of 0.534. This means that the improvement of Training will significantly increase Work Competence. Discipline also has a significant influence on Work Competence (P-value = 0.000 < 0.05) with a coefficient of 0.467. This means that the higher the discipline of employees, the better their work competence. Training has a significant direct influence on Employee Performance (P-value = 0.000 < 0.05) with a coefficient of 0.355. Although the effect was positive, a lower coefficient compared to the effect on Work Competency showed that Diklat was more effective in improving work competence than direct performance. Discipline has a greater influence on Employee Performance compared to Training (coefficient 0.437). This shows that good discipline is more directly related to improving employee performance. Work Competencies have a significant but smaller influence on Employee Performance (P-value =

0.029 < 0.05, coefficient 0.210). This shows that although work competencies contribute to performance, their influence is not as strong as other factors such as Training and Discipline. The mediating effect of Work Competence on the relationship between Training and Employee Performance was significant ($P\text{-value} = 0.035 < 0.05$) with a coefficient of 0.112. This means that Work Competencies mediate part of the influence of Training on Employee Performance, but the influence is not too large. The mediating effect of Work Competency on the relationship between Discipline and Employee Performance was also significant ($P\text{-value} = 0.035 < 0.05$) with a coefficient of 0.098. Just like in Training, Work Competencies mediate some of the effects of Discipline on Employee Performance, but with a slightly smaller influence than mediation in Training.

Discussion

General Overview of Competency Application, Work Environment, Motivation and Performance

The information on the results of the questionnaire about training shows that the total score of the training is 2624 in the effective category. Training plays a crucial role in enhancing employee performance by equipping them with the necessary knowledge and skills to perform their tasks more effectively and efficiently. It ensures that employees stay informed about the latest information and techniques relevant to their roles, enabling them to optimize their work processes. Additionally, training helps employees grasp the required work standards and procedures, leading to fewer errors and higher-quality outcomes. Beyond technical skills, training often includes the development of soft skills like communication, time management, and teamwork, which collectively boost overall performance. Participants in training programs typically experience increased confidence and motivation, as they feel more competent and prepared to tackle job challenges. As a result, by enhancing competencies and providing essential tools for success, training has a significant positive impact on employee performance.

The description of the discipline variables indicates that the employees at the Jambi Provincial Job Training and Productivity Center exhibit a high level of discipline, as reflected by a score of 1754. This high score suggests that employees consistently adhere to established rules and regulations, maintain punctuality, and fulfill their responsibilities with diligence. The strong discipline among employees likely contributes to a more organized and efficient work environment, which in turn can lead to improved productivity and better overall performance. When employees are disciplined, they consistently follow established rules and procedures, minimizing errors and ensuring consistency in their work. Disciplined employees are more likely to complete tasks on time, maintain high productivity levels, and prioritize tasks based on their importance. Additionally, discipline enhances employees' sense of responsibility and commitment, leading to greater focus and motivation in meeting performance goals. A disciplined work environment also cultivates a positive workplace culture, where individuals feel accountable for their contributions to the team's or organization's success. Consequently, strong discipline among employees directly enhances performance at both the individual and organizational levels.

Furthermore, the description of the work competency variable shows that the work competency score is 2213 in the high category. The description of the work competency variable indicates that the employees have a high level of work competency, as evidenced by a score of 2213. This high score suggests that employees possess the necessary knowledge, skills, and abilities to perform their tasks effectively and efficiently. High work competency means that employees are well-equipped to handle the demands of their roles, make informed decisions, and contribute positively to the organization. This level of competency likely results in higher productivity, better quality of work, and a stronger overall performance, as

employees can confidently and competently manage their responsibilities. This score indicates that employees possess a strong set of skills, knowledge, and abilities required to excel in their roles. High work competency means that employees are well-prepared to meet job demands, solve problems effectively, and contribute significantly to the organization's goals. As a result, their high competency level likely leads to increased productivity, improved work quality, and overall enhanced performance within the organization.

Meanwhile, the description of employee performance variables shows that the score is 2622 with a high category. The description of the employee performance variables shows a score of 2622, which falls into the high category. This score reflects that employees are performing at a high level, demonstrating effectiveness in their roles and achieving their performance goals. A high score in employee performance typically indicates that employees are meeting or exceeding expectations, completing tasks efficiently, and contributing positively to the organization. This level of performance suggests that employees are likely engaged, motivated, and capable, which results in significant contributions to the organization's success. This high score suggests that employees are consistently achieving their targets and demonstrating exceptional effectiveness in their roles. It reflects strong performance in areas such as task completion, productivity, and overall contribution to the organization. The high performance score implies that employees are not only meeting but potentially exceeding expectations, which positively impacts the organization's success and operational efficiency.

The Effect of Training on Work Competence

The results of the study show that the training variable has a positive and significant effect on work competence. This result agrees with Salsabila et al., (2023) and (Wahyudiyono et al., 2023) who said that employee training has a positive effect on work competence.

The effect of training on work competence is due to the important role of training in improving employee knowledge, skills, and work attitudes. Training is designed to provide specific and relevant learning to the duties and responsibilities carried out by employees. Through training, employees can deepen their understanding of work procedures, the latest technology, and best practices in their fields, which directly improves their work competencies. In addition, training also provides opportunities for employees to update skills that may be outdated, so that they are still able to meet high work standards. The learning process that occurs during the training not only hones technical skills, but also develops non-technical skills such as communication, time management, and problem-solving, all of which are important elements of high work competence. Thus, training significantly affects the improvement of work competence, because it provides a solid foundation for employees to carry out their duties more efficiently and effectively.

The Effect of Discipline on Work Competence

The results of the study showed that the discipline variable had a positive and significant effect on work competence. These results are in agreement with research conducted by (Haudi et al., 2022) which said that discipline has a positive and significant effect on work competence.

The effect of discipline on work competence is due to the role of discipline in forming consistent and professional work habits. Work discipline includes adherence to rules, punctuality, and commitment to completing tasks well. Disciplined employees tend to be more focused and organized in carrying out their responsibilities, which allows them to continue to hone and develop their work competencies. Discipline also encourages employees to routinely follow predetermined work procedures, reduce errors, and increase efficiency. In addition, discipline encourages employees to stay up-to-date with developments in their field and to proactively improve weaknesses in their performance. Thus, discipline is an important

foundation in the development of work competencies, as it creates an environment conducive to continuous learning and skill improvement.

The Effect of Training on Employee Performance

The results of the study showed that the relationship between training variables had a positive and significant effect on employee performance. This result agrees with research conducted by (Syahrudin et al., 2021) and (Mutholib, 2019) saying that training has a positive and significant effect on employee performance.

The effect of training on employee performance is because training provides employees with the knowledge and skills needed to carry out their duties more effectively and efficiently. Through training, employees get updates on information and techniques relevant to their work, which allows them to work in a more optimal way. Training also helps employees understand the expected work standards and procedures, so that they can reduce errors and improve the quality of their work output. Additionally, training often includes training in soft skills such as communication, time management, and teamwork, all of which contribute to improved overall performance. Employees who take part in the training also tend to be more confident and motivated, because they feel more competent and ready to face job challenges. Therefore, by improving competencies and providing the necessary tools for success, training significantly improves employee performance.

Discipline positively impacts employee performance by fostering a structured and efficient work environment. When employees adhere to established rules and procedures, it reduces the likelihood of mistakes and ensures consistent work quality. Discipline helps employees manage their time effectively, prioritize tasks based on urgency, and maintain high productivity levels. It also enhances their sense of responsibility and commitment to their roles, leading to increased focus and motivation to achieve performance targets. Additionally, a disciplined work culture promotes accountability and contributes to the overall success of the team or organization. As a result, strong discipline directly enhances both individual and collective performance within the organization.

The Effect of Discipline on Employee Performance

The results of the study showed that the discipline variable had a positive and significant effect on employee performance. This result agrees with the research conducted by Ismayuni (2024), Siregar et al., (2024) and Putri & Syarif (2024) in their research results, namely that discipline has a positive and significant effect on employee performance.

The effect of discipline on employee performance is because discipline creates an orderly and efficient work environment, which is very important to achieve optimal work results. Discipline encourages employees to always adhere to the rules and procedures that have been set, which reduces the possibility of mistakes and increases consistency in work. Disciplined employees tend to complete their tasks on time, keep productivity high, and prioritize work according to their urgency. In addition, discipline increases employees' responsibility and commitment to their work, so that they are more focused and motivated to achieve the performance targets that have been determined. Discipline also builds a positive work culture, where each individual feels responsible for their contribution to the overall success of the team or organization. As a result, good discipline among employees directly contributes to improved performance, both individually and collectively within the organization.

The effect of work competency on employee performance is significant because high work competency ensures that employees have the essential skills, knowledge, and abilities to perform their roles effectively. Employees with strong work competencies are well-equipped to handle their responsibilities, make informed decisions, and solve problems efficiently. This competence leads to higher productivity, better quality work, and greater ability to meet or

exceed performance expectations. Additionally, competent employees are often more confident in their roles, which enhances their overall performance and contributes positively to the organization's success. High levels of work competency drive improved individual and organizational outcomes by maximizing the efficiency and effectiveness of the workforce.

The Effect of Work Competence on Employee Performance

The results of the study show that the work competency variable has a positive and significant effect on employee performance. These results are in agreement with research conducted by (Mardiana *et al.*, (2021) and Lianasari & Ahmadi, (2022) which show that work competence has a positive and significant effect on employee performance.

The effect of work competence on employee performance is because work competence includes the abilities, knowledge, and skills needed to carry out duties properly. Employees who have high work competence tend to be more able to complete their work effectively and efficiently. Job competencies enable employees to understand and apply the right work methods, solve problems quickly, and make quality decisions. In addition, competent employees are usually better able to adapt to changes and challenges that arise in the workplace, so that they can maintain or even improve their performance in various situations. Job competencies also include soft skills such as communication, cooperation, and time management, all of which contribute to better productivity and work outcomes. Therefore, high work competence directly affects employee performance, as it allows them to work better, faster, and with better quality results.

The effect of employee performance on organizational success is profound because high employee performance directly contributes to achieving the organization's goals and objectives. Employees who perform well consistently meet or exceed their targets, resulting in higher productivity and efficiency. Their effective work translates into better quality outcomes, which enhances customer satisfaction and strengthens the organization's reputation. High-performing employees also set a positive example, boosting morale and motivating their peers to strive for similar success. This collective performance improvement drives overall organizational growth, profitability, and competitive advantage. Therefore, exceptional employee performance is a critical factor in the organization's overall success and sustainability.

The Effect of Training on Employee Performance Mediated by Work Competency

The results of the study show that training has a positive and significant effect on the performance of employees mediated by work competence. This result agrees with research conducted by Kahpi (2017) which said that training has a positive and significant effect on employee performance through work competence.

The effect of training on employee performance mediated by work competence is because training directly improves employee work competence, which in turn affects their performance. Training provides new knowledge and skills relevant to their work, which strengthens the work competence of employees. As job competencies improve, employees can apply their new skills and knowledge more effectively in their daily tasks, thereby improving their performance. This mediation process can be explained as follows: Training improves work competence by providing appropriate and relevant training. Increased work competence then allows employees to do their tasks better, faster, and with higher quality. In other words, training not only affects employee performance directly but also through improving work competence. Employees who have participated in training tend to be more skilled and ready to face job challenges, which has a positive impact on their performance. In addition, high work competencies as a result of training allow employees to overcome problems more effectively and adapt to changes in their work, ultimately contributing to

better performance. Therefore, work competencies act as an important mediator in the relationship between training and employee performance, linking the training received to improved work outcomes.

Training provides employees with the necessary knowledge and skills, thereby improving their work competence. Enhanced work competence means employees are better equipped to perform their duties effectively and efficiently. As employees gain new competencies through training, they are able to apply these skills directly to their work tasks. This leads to better performance outcomes as employees can handle their responsibilities with greater expertise and confidence. Training programs often address both technical and soft skills, which further boosts employees' ability to perform their roles effectively. Improved competencies resulting from training contribute to higher quality work, faster task completion, and overall increased productivity. Training not only improves competencies but also increases employees' confidence and motivation. Confident and motivated employees are more likely to apply their skills effectively and achieve higher performance levels. Training equips employees with problem-solving skills and adaptability, allowing them to handle challenges more effectively. This adaptability further supports their performance in various situations. Work competence acts as a mediator in this relationship by bridging the gap between training and performance. While training directly influences competencies, these competencies are what ultimately enhance performance. The development of competencies through training facilitates better job performance by providing employees with the tools and abilities they need to excel. In summary, training positively impacts employee performance through the mediation of work competence because it equips employees with improved skills and knowledge, which directly enhance their ability to perform their roles effectively.

The Influence of Discipline on Employee Performance Through Work Competence

The results of the study indicate that discipline has a positive and significant effect on employee performance mediated by work competence. These results are in line with research conducted by (Sudirman & Ubaidillah, 2019) and (Pariesti et al., 2022) which states that discipline has a positive and significant effect on employee performance mediated by work competence.

The effect of discipline on employee performance mediated by work competence is because discipline plays a role in creating an orderly work environment and supporting the development of work competence. Discipline affects the way employees carry out their duties and responsibilities, by ensuring that they comply with established rules, procedures, and schedules. Disciplined employees will be more consistent in their work, allowing them to focus on developing the necessary skills and knowledge. In the context of mediation, discipline supports the development of work competence by creating an atmosphere that supports learning and skill improvement. When employees are disciplined in participating in training, courses, or development programs, they are more likely to effectively absorb the knowledge and skills needed to improve their competence. Work competence that develops from training received through good discipline will enable employees to apply these skills and knowledge in their daily work. With increased work competence, employees can perform their tasks better, more efficiently, and with higher quality. Therefore, work competence acts as a mediator that links discipline to employee performance. High discipline facilitates the development of competence, and better competence directly improves employee performance. In other words, discipline that supports the development of work competence contributes to improved employee performance, because higher competence allows employees to achieve better work results.

Discipline creates a structured and orderly work environment where employees adhere to established rules, procedures, and schedules. This environment supports consistent application of work competencies and helps employees focus on their tasks. Disciplined employees are more consistent in their work habits, which helps them develop and apply their competencies effectively. Consistency allows employees to practice and refine their skills, leading to improved performance over time. Discipline ensures that employees are regularly engaging in tasks and training that enhance their work competencies. Adherence to development programs and continuous improvement practices, facilitated by discipline, leads to higher levels of competence. When employees are disciplined, they can better integrate their competencies into their daily work. This effective application of skills and knowledge improves their performance and leads to higher quality and efficiency in their tasks. Discipline helps employees stay focused on their responsibilities and motivated to meet performance goals. This focus enhances their ability to develop and utilize their competencies, which positively affects their performance. A disciplined approach supports the growth of work competence by creating an environment that values and encourages skill development. This support helps employees achieve higher levels of competency, which directly contributes to better performance. In summary, discipline positively impacts employee performance through the mediation of work competence by fostering a structured environment that supports skill development and consistent application. This, in turn, leads to enhanced performance outcomes.

CONCLUSION

Training and Discipline both have a significant direct influence on Employee Work Competence and Performance. Discipline shows a stronger influence on Employee Performance than Training. Work Competence acts as a significant mediator between Training and Discipline on Employee Performance, although its influence is not too large. BLKP Jambi Province should continue to improve the quality of Training and enforce good work discipline, because both make important contributions to improving employee performance. In addition, the development of employee work competence must also continue to be prioritized to maximize performance. Organizations should invest in comprehensive training programs that are directly aligned with employees' job roles and responsibilities. Focus on both technical and soft skills to ensure employees are well-equipped to handle their tasks effectively. regularly assess training needs, update training materials to reflect current best practices, and encourage continuous learning. Provide opportunities for employees to apply new skills in their daily work to reinforce their competencies. Cultivate a disciplined work culture that emphasizes adherence to rules, procedures, and schedules. Create systems that support consistent work habits and encourage employees to maintain a high level of discipline. By implementing these recommendations, organizations can better support their employees' development, enhance their performance, and achieve overall organizational success.

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