The Influence of Employee Competence and Training on Employee Performance through Work Discipline at the Community and Village Empowerment Service in Bondowoso Regency

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ABSTRACT: The purpose of this study was to determine directly or indirectly the influence of Employee Competence and training on Employee performance through work discipline as an intervening variable for employees of the Community and Village Empowerment Office of Bondowoso Regency. The number of samples in this study was 50. The analysis technique used was path analysis using SPSS 22.0. The results of the data analysis show that the Employee Competency variable has a significant effect on work discipline, training has a significant effect on work discipline, Employee Competence has a significant effect on Employee performance, training has a significant effect on Employee performance, work discipline has a significant effect on Employee performance. Indirectly, employee competence and training have a significant effect on employee performance through work discipline.

KEYWORDS: *Employee Competency, Training, Work Discipline and Employee Performance*

I. INTRODUCTION

Human resource management is a series of organizational activities directed at attracting, developing, and retaining an effective workforce. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRM) that is able to work effectively and efficiently. Indeed, it has become the general goal of HRM to be able to provide maximum job satisfaction to the company's management which is further able to have an impact on *company value* , both in the short and long term. In order to make this understanding of HRM clearer, below is formulated and quoted definitions put forward by experts: According to Hasibuan (2016: 10) human resource management is "the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company goals , employees, and society".

Good human resource management will certainly encourage or improve employee performance to achieve organizational goals. Employee performance is the result of work in quality and quantityachieved by an employee in carrying out their duties in accordance withresponsibility given to him (Mangkunegara, 2006: 9).Improved performance is the most important thing desired by bothemployees and organizations. Organizations want good employee performanceoptimally for the benefit of increasing work results and organizational profits. To fulfill both of these desires, it is neededgood performance management system (Bangun, 2012:230) .

Employees in carrying out their main tasks and functions are not separated from their basic abilities. Competence in public and private organizations is needed especially to respond to organizational demands, where there are very rapid changes, the development of very complex and dynamic problems and the uncertainty of the future in the order of people's lives. Literally, competence comes from the word *competence* which means skill, ability and authority quoted by Sutrisno (2009:202) in Sandy (2013:18). Etymologically, competence is defined as a behavioral dimension of expertise or superiority of a leader or staff who has good skills, knowledge, and behavior.

The ability of employees to complete each task entrusted, it is necessary to increase the ability by providing training. According to Wilson (2012) Build your own training is a process to maintain or improve employee skills to produce effective work. According to Simamora in Wilson (2012) says that training (*training*) is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve employee performance. Meanwhile, according to Wursanto in Jusmaliani (2011), training is a process of developing employees both in the areas of skills, knowledge, skills, expertise and attitudes and behavior of employees.

Discipline shows a condition or attitude of respect that exists in civil servants for company regulations and accuracy. Thus, if the rules or regulations in the organization are ignored or frequently violated, civil servants have poor work discipline. According to Mangkuprawira, (2007) suggests that employee discipline is the nature of an employee who complies with certain organizational rules and regulations. Discipline greatly affects the performance of employees and the company. Discipline should be seen as a form of training for employees in carrying out company rules. The more discipline the higher the work productivity of employees and company performance. This is in line with the results of Riyanda's research (2017) which concluded that there is a positive and significant effect of work discipline on employee performance at the Yogyakarta City Licensing Service. Febiningtyas, and Ekaningtias (2014) also stated that work discipline has a significant influence on performance.

The opinion of Mangkuprawira and 2 other researchers was opposed by the results of research by Sefriady and Iskandar (2018) which stated that work discipline had no significant effect on performance. Based on the differences in the results of these studies, researchers want to test how the influence of work discipline on employee performance in the research object, namely the DepartmentCommunity and Village Empowerment in Bondowoso Regency.

Based on the theory of performance improvement above, the research object chosen is the DinasCommunity and Village Empowerment in Bondowoso Regency. ServiceCommunity and Village Empowerment Bondowoso Regency is a Regional Apparatus Organization (OPD) formed through Bondowoso Regency Regional Regulation Number 7 year 201 6 concerning the Formation and Composition of Bondowoso Regency Regional Apparatuses.Bondowoso Regent Regulation No. 81Year 2016 concerning Position , Organizational Structure, Duties and Functions and Work Procedures of the Community and Village Empowerment Service of the Bondowoso Regency states that the main task of the Community and Village Empowerment Service of Bondowoso Regency isis hto assist the Regent in carrying out government affairs which fall under the authority of the District Government in the field of Community and Village Empowerment.

In carrying out the main tasks and functions of the Community and Village Empowerment Office of Bondowoso Regency as a regional apparatus responsible for the success of community empowerment in Bondowoso Regency, the ideal condition to be achieved is that there are no more villages with the Disadvantaged Village category. Currently, there are 18 underdeveloped villages in Bondowoso Regency . The desired ideal conditions have not been achieved due to several factors including the topography of the area so that several villages are not easily accessible. It is hoped that in the future there will be no more Disadvantaged Villages in Bondowoso Regency. The obstacles faced in achieving rural development are: the minimal role of rural economic institutions ; The lack of community participation in village development efforts ; The lack of quality human resources for village officials ; There is still a lack of adequate rural facilities and infrastructure .

The objectives of the Community and Village Empowerment Service of Bondowoso Regency are: "Increasing Village Community Empowerment "with objective indicators namely the Number of Underdeveloped Villages and the Number of Independent Villages. Based on data from the Developing Village Index (IDM), villages are classified into five statuses, namely Very Disadvantaged Villages, Disadvantaged Villages, Developing Villages, Advanced Villages and Independent Villages.

Development programs that have been set by the Government of Bondowoso Regency to realize the goals and objectives to be achieved by the end of the plan year , are grouped based on mandatory affairs and optional affairs. The Office for Community and Village Empowerment includes mandatory affairs , namely Community and Village Empowerment Affairs. The Community and Village Empowerment Service of Bondowoso Regency is one of the regional apparatuses that supports the third mission of the Regional Head as stated in the 2018-2023 Bondowoso Regency RPJMD, namely Improving Community Social Welfare. The objective of the mission is to reduce poverty rates using the poverty rate percentage indicator. The targets to be achieved are Controlling Population Growth, Reducing the Open Unemployment Rate and Increasing Community Empowerment. The main responsibility of the Community and Village Empowerment Office of Bondowoso Regency is the target of Increasing Community Empowerment with the Development Village Index (IDM) indicator.The Service Targets of the Community and Village Empowerment Office of Bondowoso Regency consist of 209 villages in 23 sub-districts with the following conditions:

Table 1. Village Data for Bondowoso Regency Based on the Developing Village Index (IDM)

No.	Subdistrict	Very Underdeveloped	Left behind	Develop	Proceed	Independent	Amount
1	Binakal		3	4	1		8
2	Bondowoso			4			4
3	Botolinggo		2	6			8
4	Cermee		1	13	1		15
5	Curahdami		2	9			11
6	Grujugan			8	3		11
7	Jambesari		1	8			9
8	Klabang			11			11
9	Maesan			9	3		12
10	Pakem		1	7			8
11	Prajekan			5	2		7
12	Pujer			8	3		11
13	Sempol		2	1	3		6
14	Sukosari			4			4
15	Sumberwringin		1	5			6
16	Taman Krocok			4	3		7
17	Tamanan			7	2		9
18	Tapen			6	3		9
19	Tegalampel		3	4			7
20	Tenggarang			10	1		11
21	Tlogosari			6	4		10
22	Wonosari			10	2		12
23	Wringin		2	7	4		13
	TOTAL	**0**	**18**	**156**	**35**	**0**	**209**

Source :District Community and Village Empowerment Service. Bondowoso (2020)

Based on Village Data for Bondowoso Regency, there are 18 Disadvantaged Villages, 156 Developing Villages and 35 Developed Villages in BondowosoRegency . It is hoped that in the final period of the Strategic Plan the underdeveloped villages will no longer exist and there will be an increasing number of Advanced Villages and there will be Villages that are pioneers of Independent Villages. This shows that there are still problems in the Community and Village Empowerment Office of the District. Bondowosoregarding public services carried out by employees, so in this study, researchers found the phenomenon of employee performance was "a lack of effectiveness in the performance of employees of the Community and Village Empowerment Office of Kab. Bondowosoin public services", so that in this study, researchers tried to provide solutions to the problems found in the OPD with the assumption of increasing employee performance in providing public services, while the factors that were assumed to be important were competency and training on employee performance through work discipline as a variable *intervene*.

II.   LITERATURE REVIEWS

Human Resource Management

According to Boyatzis in his book Parulin and Nurianna, (2008) argues that competence is defined as "the capacity that exists in a person that can make that person able to fulfill what is required in work in an organization so that the organization is able to achieve the expected results". According to Woodruffe in his book Parulin and Nurianna, (2008) discovered the difference between the notions of *competency* and competence. Competency is a concept that has a relationship with people, namely showing "behavior dimensions that can underlie superior achievement (*Competent*)". While *competence* is defined as a concept related to work, namely showing "work areas where people can become superior and competent".

Competence

According to Handoko (2011), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals. According to Desseler (2015), human resource management is the process of acquiring, training, appraising, and compensating employees and for managing labor relations, health and safety, and matters relating to justice. According to Simamora in Sutrisno (2015), human resource management is the utilization, development, assessment, remuneration and management of individual members of an organization or group of workers.

Training

According to Dessler (2006) that "Training is a process of teaching the skills needed by employees to do their jobs". Furthermore, the notion of training is simply defined by Pramudyo (2007) as "a learning process designed to change people's performance in doing their jobs". Training is one of the efforts to improve the quality of human resources in employee organizations, both new and those who have worked need to attend training because of job demands that can change due to changes in work environment, strategy, and so on. Training is a process of helping workers to gain effectiveness in their current or future jobs through the development of habits about thoughts, actions, skills, knowledge and appropriate attitudes (Sastrohardiwiryo : 2001). Meanwhile, according to Rivai, (2010) training is a process of systematically changing employee behavior to achieve organizational goals.

Work Discipline

According to Mangkuprawira, (2007) suggests that employee discipline is the nature of an employee who complies with certain organizational rules and regulations. Discipline greatly affects the performance of employees and the company. Discipline should be seen as a form of training for employees in carrying out company rules. The more discipline the higher the work productivity of employees and company performance. According to Hasibuan, (2009) states that: "Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms." Fathoni, (2006) suggests that: Discipline is a person's awareness and willingness to obey all company regulations and be aware of their duties and responsibilities.

Performance

Mangkunegara (2011) defines performance (work achievement) as follows: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Meanwhile Hasibuan (2011), says that "Employee performance depends on ability, work effort and employment opportunities as assessed from the output". Timpe (2011), suggests that performance (work achievement) is: "Individual performance level, namely the desired result of individual behavior. Performance is defined as the result of an employee's work, a management process or an organization as a whole, where the work results must be shown concretely and can be measured (compared to predetermined standards).
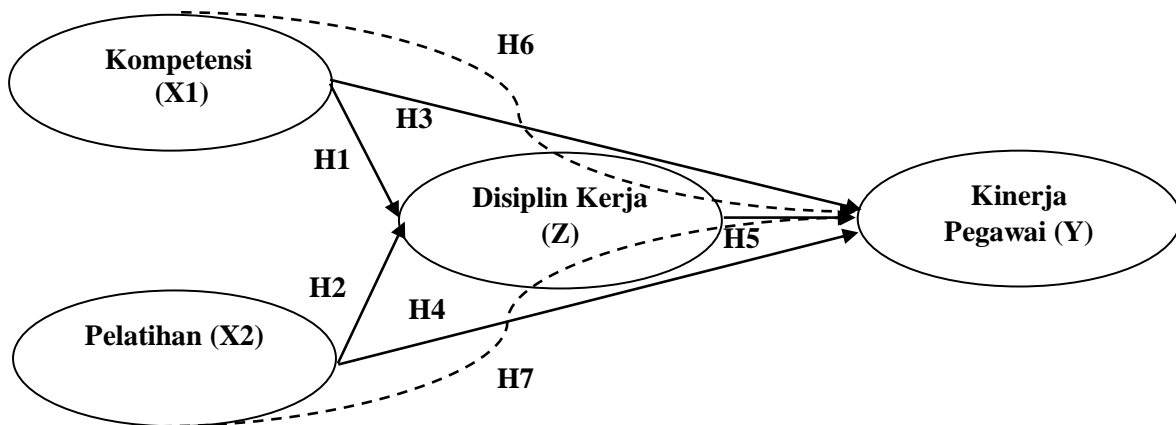
Conceptual framework

Figure 1. Conceptual Framework

Information :

⟶ : The path of direct influence.
- - - - ⟶ :Indirect path of influence.

III. METHODS

Research design

Considering that this research is more directed at testing the truth of a hypothesis, analyzing the relationships between one variable and another, (Sugiyono 2008). The research method used is descriptive and analysis verification. Descriptive method is a research method that aims to describe, explain the existing conditions in a company based on data and facts collected and then systematically arranged which are then analyzed to get conclusions.

The descriptive method is used to answer the first and second problem formulation, namely the influence of competence and training on work discipline. The verification method is a research method designated to test theory and this research will try to produce new scientific information, namely the status of a hypothesis in the form of a conclusion whether a hypothesis is accepted or rejected, (Sugiyono 2008). The verification method is used to answer the third to fifth problem formulation, namely: Impact of employee competency training and work discipline on employee performance.

Population and Sample

The population in this study were employees of the Community and Village Empowerment Services in the District. Bondowoso which has 50 employees.The sample is part of the number and characteristics possessed by the population. If the population is large and it is impossible for the researcher to study everything in the population, for example due to limited funds, time and manpower, the researcher can use samples taken from that population. What the sample learns, the conclusions will be applicable to the population (Sugiyono, 2013). The error rate, in social research, the maximum error rate is 5% (0.05). According to Roscoe (1975) quoted by Sekaran (2006) provides a general reference for determining sample size. Sample sizes greater than 30 and less than 500 are appropriate for most studies.Referring to the opinion above and based on the considerations that have been put forward, the number of samples used in this study was 50 respondents. the sampling method using the Saturated Sampling technique (census) is a sampling technique when all members of the population are used as samples (Sugiyono, 2013). This is done because the population is relatively small.

IV. RESULTS

Validity test

The validity test is intended to determine how much precision and accuracy a measuring instrument has in carrying out its measuring function. To test the validity of this research measuring tool using *Pearson's product moment correlation* , namely by correlating each statement with the total score, then the results of the correlation are compared with the critical number of 0.30 . (Ghozali, 2011)

While the reliability test is carried out to the extent to which a measurement result is relatively consistent. A good statement is a clear statement that is easy to understand and has the same interpretation although delivered to different respondents and at different times. In this study, the reliability test was carried out with *Cronbach Alpha* and the research instrument was said to be reliable, having a Cronbach*Alpha value* greater than 0.6 0 .(Ghozali, 2011).The results of the validity and reliability tests can be stated in Table 2:

Table 2. Test the Validity and Reliability of Research Instruments

No	Items	r_{count}	Information	Cronbach Alpha	Information
1	X1.1	0.907	Valid		Reliable
	X1.2	0.872	Valid		Reliable
	X1.3	0.866	Valid	0.909	Reliable
	X1.4	0.865	Valid		Reliable
	X1.5	0.807	Valid		Reliable
2	X2.1	0.802	Valid		Reliable
	X2.2	0.807	Valid		Reliable
	X2.3	0.890	Valid	0.893	Reliable
	X2.4	0.806	Valid		Reliable
	X2.5	0.887	Valid		Reliable
3	Z1.1	0.897	Valid		Reliable
	Z1.2	0.901	Valid	0.883	Reliable
	Z1.3	0.905	Valid		Reliable
4	Y1.1	0.849	Valid		Reliable
	Y1.2	0.749	Valid		Reliable
	Y1.3	0.825	Valid	0.900	Reliable
	Y1.4	0.849	Valid		Reliable
	Y1.5	0.859	Valid		Reliable
	Y1.5	0.769	Valid		Reliable

Source: Data processed by researchers (2022)

Based on Table 2, it can be seen that each indicator used has a calculated r value that is greater than 0.3 0 ,this means that the indicators used in this research variable are feasible or valid to be used as data collectors. The test results also show that each variable has a *Cronbach Alpha* value greater than 0.6 0 . So it can be concluded that all the variables used in this study are reliable.

Path *Analysis*

Calculation of the Path Coefficient of Direct Influence

This section describes each path in the model section using path *analysis.* Each path tested shows direct and indirect effects of employee competence (X1) and training (X2) on work discipline (Z) and employee performance (Y) of the District Community and Village Empowerment Office. Bondowoso. Knowing whether or not each path is significant will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. Path coefficient values can be seen in the following table:

Table 3.Direct Influence Path Coefficient Value

No.	Variable Free	Variable Bound	Beta (β)	t-count	ρ-values	Information
1.	Competence	Discipline	0.420	3,814	0.008	Significant
2.	Training	Discipline	0.682	5,628	0.000	Significant
3.	Competence	Performance	0.224	2,624	0.012	Significant
4.	Training	Performance	0.350	3,283	0.002	Significant
5.	Discipline	Performance	0.429	4,321	0.000	Significant

Source: Data processed by researchers (2022)

a. The Effect of Employee Competency Variables on Work Discipline

Based on Table 3, it can be seen that for testing the employee competency variable (X1) on work discipline, a beta (β) value of 0.420 with a *ρ-value* of 0.008 is obtained. Because the *ρ-value* is smaller than α (0.008 <0.05) then H1 is accepted thus , employee competency (X1) has a significant effect on work discipline (Z).

b. The Effect of Training Variables on Work Discipline

Based on Table 3, it can be seen that for testing the training variable (X2) on work discipline (Z), a beta (β) value of 0.682 is obtained with a *ρ-value* of 0.000. Because the *ρ-value* is smaller than α (0.000 <0.05) then H 2 thus accepted , training (X2) has a significant effect on work discipline (Z).

c. The Effect of Employee Competency Variables on Employee Performance

Based on Table 3, it can be seen that for testing the employee competency variable (X1) on employee performance (Y), a beta (β) value of 0.224 is obtained with a ρ -*value* of 0.012 . Because the *ρ-value* is smaller than α (0.0 12 <0.05) then H3 is accepted thus , employee competency (X1) has a significant effect on employee performance (Y).

d. The Effect of Training Variables on Employee Performance

Based on Table 3, it can be seen that for testing the training variable (X2) on employee performance (Y), a beta (β) value of 0.350 is obtained with a *ρ-value* of 0.002. Because the *ρ-value* is smaller than α (0.002 <0.05) then H4 is thus accepted , training (X2) has a significant effect on employee performance (Y).

e. The Effect of Work Discipline Variables on Employee Performance

Based on Table 3, it can be seen that for testing the work discipline variable (Z) on employee performance (Y), a beta value (β) of 0.429 is obtained with a *ρ-value* of 0.000. Because the *ρ-value* is smaller than α (0.000 <0.05) then H5accepted thus , work discipline (Z) has a significant effect on employee performance (Y).

Structural Models

This section describes the calculation of the influence of employee competency variables (X1) and training (X2) which have direct and indirect effects on employee performance (Y), through the intervening variable work discipline (Z). and*The path diagram of the path* coefficient test results is presented as follows:
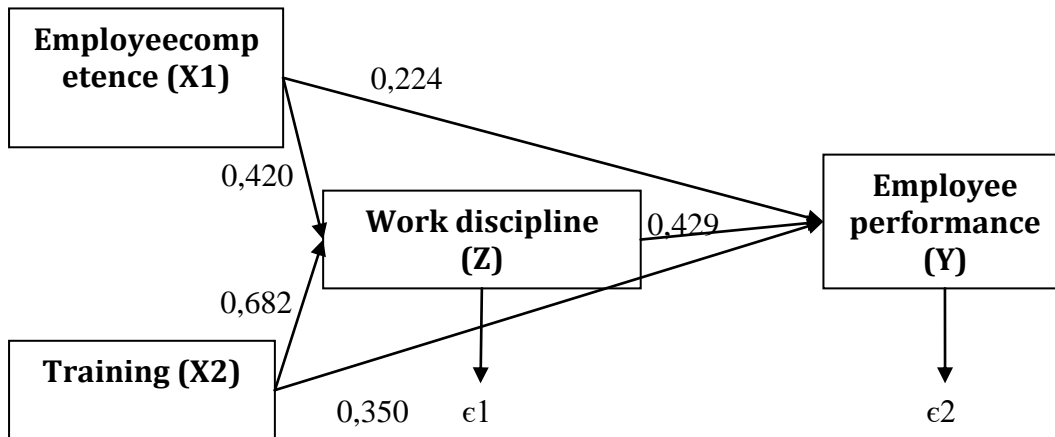
Figure 2.Path Analysis Results

Based on the path coefficient test, the model in the form of *a path diagram from the path* coefficient test results is presented in Figure 2. The model can also be expressed in the form of an equation (a system of simultaneous equations). Path analysis in the form of an equation is presented as follows:

Z Work discipline = 0.420 Employee competence + 0.682 Training.
Y Employee performance = 0.224 Employee competence + 0.350 Training + 0.429 Work discipline
(1) Effect of X1 on Y
    Direct ; $Y \leftarrow X1 \rightarrow Y = (0.224) . (0.224)$ = 0.050
    Indirects; $X1 \rightarrow Z \rightarrow Y = (0.420) . (0.429)$ = 0.189
    Total Effects ; 0.050 +   0.189 = 0.239
(2) Effect of X2 on Y
    Direct ;$Y \leftarrow X2 \rightarrow Y = (0.350) . (0.350)$ = 0.122
    Indirects; $X2 \rightarrow Z \rightarrow Y = (0.682) . (0.429)$ = 0.292
    Total Effects ; 0.122 + 0.292   = 0.414

To see the role of *intervening* /mediation variables, this study refers to the opinion of Subagyo (2018) that there are three analytical models involving intermediary variables as follows:
    a. *Full mediation* , meaning that significantly the independent variables are not able to influence the dependent variable without going through the intermediary variable.
    b. *Partial mediation* , means involving mediator variables, directly or indirectly the independent variables affect the dependent variable
    c. *Unmediated* , meaning without involving intermediary variables, the independent variables are directly able to influence the dependent variable

Based on these criteria, the work discipline variable is*Complementary* (*partial mediation*) if the effect of X1 and X2 on Y is significant, Z is significant, and (X1 & X2) is significant. This shows that the role of the intervening variable in this study does not make a direct effect between the training and competence variables on employee performance to be insignificant after being given the intervening variable and vice versa.

Indirect Influence Path Coefficient Calculation
Indirect influence testing is done by looking at the results of the path traversed test, if all the paths traversed are significant then the indirect effect is also significant, and if there is a non-significant path then the indirect effect is said to be non-significant. The indirect influence path coefficient is presented in Table 4

Table 4.Indirect Influence Path Coefficient

Variable Free	Variable intervene	Variable Bound	Standardized coefficients	Description
Competence	Discipline	Performance	0.189*)	Significant
Training	Discipline	Performance	0.292**)	Significant

Based on the calculation of the path coefficient, it appears that the total effect of the employee competency variable (X1) on employee performance (Y) is 0.239 with a direct effect of 0.050 and an indirect effect of 0.189. The total effect of the training variable (X2) on employee performance (Y) is 0.414 with details of a direct effect of 0.122 and an indirect effectof 0.292. The indirect effect of employee competence (X1) on employee performance variables (Y) through the *intervening variable* of work discipline (Z) is 0.189, whose value is greater than the direct effect of employee competency variables (X1) on employee performance variables (Y), which is equal to 0.050.

The indirect effect of the training variable (X2) on employee performance (Y) through the *intervening* variable of work discipline (Z) is 0.292, whose value is greater than the direct effect of the training variable (X2) on employee performance variable (Y), which is equal to 0.122 .

Thus it can be stated that employee competence (X1) and training (X2) affect employee performance (Y) through work discipline (Z) with a greater value than the direct effect .

From the calculation above, the independent variable that has the strongest influence on the work discipline variable (Z) is the training variable (X2) , which is equal to 0.465. Meanwhile, the independent variable that has the strongest influence on employee performance (Y) is work discipline (Z), which is equal to 0.184. The independent variable that has an influence on the employee performance variable (Y) through the *intervening variable* of work discipline (Z) is the training variable (X2) , which is equal to 0.292.

Coefficient of Determination

R square is a value that shows how much the independent (exogenous) variable affects the dependent (endogenous) variable (Firdaus, 2019). From the results of *path analysis calculations* it can be seen that the coefficient of determination of R^2 in total obtained a value of 0.935 . This means that 93.5 % of the variation in employee performance variables can be explained by employee competence, training and work discipline while the remaining 6.5 % is explained by other variables and *errors* not explained in this study.

V.   DISCUSSION

The Effect of Employee Competence on Work Discipline

Based on the first hypothesis, employee competence influences work discipline. After testing and analyzing the data, the results obtained stated that employee competence had a significant effect on the work discipline of the Community and Village Empowerment Office of Kab. Bondowoso is proven true or H1 is accepted ˎ This could be due to aspects related to employee competence which have an impact on work discipline. Aspects of employee competence include :

a. Motive is something that is consistently thought or desired by DPMD employees which causes them to improve their performance. Motives are drives to direct, and choose behavior to improve performance.
b. Traits are physical characteristics and consistent responses of DPMD employees to situations or problems regarding performance.
c. Self-concept is a person's attitude, values or self-image. DPMD employees have a self-concept that is needed in accordance with work requirements.
d. Knowledge is information that people have in a specific field. Knowledge is a complex competence to measure the skills of DPMD employees in completing work.
e. Skill is the ability to do certain physical or mental tasks. Mental competency or cognitive skills include analytical and conceptual thinking.

Based on the descriptive results of the research on employee competency variables, most of them stated that they agreed to the employee competence in the Community and Village Empowerment Offices of Kab. Bondowoso.

The results of this research support the theory about performance that is influenced by education and training expressed by Rahmawati (2008). As for this study, there are significant results in common with previous research conducted bySulaefi (2017)which states that employee competence has a significant effect on work discipline .

Effect of Training on Work Discipline

Based on the second hypothesis, training affects work discipline. After testing and analyzing the data, the results obtained stated that the training had a significant effect on the work discipline of the Community and Village Empowerment Services in the District. Bondowoso is proven true or H2 is accepted ˎ This is due to aspects related to training which have had a positive impact on the work discipline of the Community and Village Empowerment Office of the District. Bondowoso. These aspects of the training include:

a. The content of the training, namely the entire content of the training program is relevant and in line with the needs of DPMD employees.
b. Training methods, whether the training methods provided are suitable for DPMD employees and whether the training methods are appropriate to the learning styles of the trainees.
c. Instructor attitudes and skills, namely whether the instructor has attitudes and delivery skills that encourage employees to learn.
d. The length of training time , namely how long it takes to provide the subject matter that must be learned and how fast the tempo of delivering the material is.
e. Training facilities, namely whether the venue for training can be controlled by the instructor, whether it is relevant to the type of training, and whether the facilities and infrastructure are satisfactory

This is supported by the results of the descriptive analysis which stated that in general the respondents agreed or gave a positive response to the training aspects of the District Community and Village Empowerment Service. Bondowoso.

As for this research, there are significant similarities in the results with previous research conducted by Kurniawan, Guswandi&Sodikin (2018); Riyanda (2016); Maizar 2017 which states that training has a significant effect on work discipline.

Effect of Employee Competence on Employee Performance

Based on the third hypothesis, employee competence influences employee performance. After testing and analyzing the data, the results obtained stated that the competence of employees had a significant effect on the performance of employees of the Community and Village Empowerment Office of Kab. Bondowoso is proven true or H3 is accepted . This could be due to aspects related to employee competence that have been able to create employee performance .

As for this study, there are significant results in common with previous research conducted by Asnawi and Trilaksmi (2017); Andriyani (2017)which states that there is a direct and significant effect of training on employee performance.

Effect of Training on Employee Performance

Based on the fourth hypothesis, training affects employee performance. After testing and analyzing the data, the results obtained stated that the training had a significant effect on the performance of the employees of the Community and Village Empowerment Office of Kab. Bondowoso,the truth is proven or H4 is accepted . This could be due to the aspects related to training that have been able to create the performance of the District Community and Village Empowerment Service employees. Bondowoso.

This is supported by the results of the descriptive analysis which states that in general the respondents agree or give a positive response to the aspects

As for this study, there are significant results in common with previous research conducted by Sulaefi (2017); Agidya (2019)which states that there is a positive and significant direct effect of training on employee performance .

Effect of Work Discipline on Employee Performance

Based on the fifth hypothesis, work discipline affects employee performance. After testing and analyzing the data, the results obtained stated that work discipline had a significant effect on the performance of the employees of the Community and Village Empowerment Office of Kab. Bondowoso is proven true or H5 is accepted ·

This could be due to aspects of work discipline related to the performance of the District Community and Village Empowerment Service employees. Bondowoso. Aspects of work discipline are

a. Preventive discipline is an effort to move employees to follow and comply with work guidelines, rules outlined by the company. Its basic purpose is to mobilize self-disciplined employees. With a preventive way , employees can maintain themselves against the regulations.
b. Corrective discipline is an effort to move employees to unite a rule and direct them to comply with the rules in accordance with the guidelines that apply to the company. In corrective discipline, employees who violate discipline need to be given sanctions in accordance with applicable regulations.
c. Progressive Discipline Is an activity that provides more severe punishments for repeated violations.

The dominant indicator chosen by female respondents is the concern of superiors regarding the potential of employees. Where respondents feel the leadership provides feedback to employees about the implementation of their respective tasks so that these employees know the potential that needs to be overcome. This shows that the existing leadership system in each OPD is running well. Because the form of promotion given by objective leaders is in accordance with the abilities and potential of employees.So that the performance of employees is in accordance with applicable regulations.

Thus there is a significant effect of work discipline on employee performance in accordance with the supporting theories, while in this study there are significant similarities in the results with previous research conducted by Parwita and Prastyadew (2016); Suadnyana and Supartha (2018); Dewi and Riana (2015); Sulaefi (2017)which states that work discipline has a significant effect on employee performance .

The Influence of Employee Competence on Employee Performance Through Work Discipline

Based on the sixth hypothesis, employee competence influences employee performance through work discipline. After testing and analyzing the data, the results obtained stated that the indirect effect of employee competence (X1) on employee performance variables (Y) through the *intervening variable* of work discipline (Z) was 0.189, whose value was greater than the direct effect of employee competency variables (X1) on employee performance variable (Y) which is equal to 0.050. The total effect of the employee competency

variable (X1) on employee performance (Y) is 0.239 with details of a direct effect of 0.050 and an indirect effect of 0.189. It can be concluded that employee competence (X1) and training (X2) affect employee performance (Y) through work discipline (Z) with a greater value than the direct effect .

Effect of Training on Employee Performance through Work Discipline

Based on the seventh hypothesis, training affects employee performance through work discipline. After testing and analyzing the data, the results obtained stated that the indirect effect of the training variable (X2) on employee performance (Y) through the *intervening* variable of work discipline (Z) was 0.292, whose value was greater than the direct effect of the training variable (X2).) on employee performance variable (Y) which is equal to 0.122. The total effect of the training variable (X2) on employee performance (Y) is 0.414 with details of a direct effect of 0.122 and an indirect effectof 0.292. It can be concluded that employee competence (X1) and training (X2) affect employee performance (Y) through work discipline (Z) with a greater value than the direct effect .

VI.   CONCLUSION

Based on the research findings that have been described, the conclusions in this study are as follows:

1. The test results prove employee competence, has a significant effect on the work discipline of the Community and Village Empowerment Office of Bondowoso Regency,
2. The test results prove that training has a significant effect on the work discipline of the Community and Village Empowerment Office of Bondowoso Regency.
3. The test results prove that employee competence has a significant effect on the performance of the Community and Village Empowerment Service employees of Bondowoso Regency.
4. The test results prove that training has a significant effect on the performance of the Bondowoso District Community and Village Empowerment Service employees.
5. The test results prove that work discipline has a significant effect on the performance of the Bondowoso District Community and Village Empowerment Service employees.
6. The test results prove that employee competence influences employee performance through the work discipline of the Community and Village Empowerment Office of BondowosoRegency .
7. The test results prove that training has an effect on employee performance through the work discipline of the Community and Village Empowerment Office of Bondowoso Regency.

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