

ANALYSIS OF JOB TRAINING AND COMPETENCE ON WORK PRODUCTIVITY WITH WORK DISCIPLINE AS AN INTERVENING VARIABLE IN THE AGENCY FINANCE AND REGIONAL ASSETS OF NORTH SUMATRA PROVINCE

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Abstract

This study aims to analyze the effect of job training and competence on work productivity with work discipline as an intervening variable at the Regional Finance and Asset Agency of North Sumatra Province. This study uses a quantitative approach with a survey method by distributing questionnaires to 80 employees as respondents. The research sample was determined using a purposive sampling technique so that the data obtained is relevant to the focus of the study. The collected data were analyzed using path analysis to determine the direct and indirect effects between variables. The results of the study indicate that job training has a positive and significant effect on work productivity, but through work discipline it has a positive but insignificant effect. Competence has a positive and significant effect on work productivity, as well as through work discipline. Work discipline also has a positive and significant effect on work productivity. In addition, job training through work discipline has a positive but insignificant effect on work productivity, but competence through work discipline has a positive and significant effect on work productivity. Thus, work discipline acts as an intervening variable that mediates only for competence on work productivity. These findings are expected to be a consideration for leaders in increasing work productivity through the implementation of effective job training, increasing competence, and implementing good work discipline in the organizational environment.

Keywords: *Job Training, Competence, Work Discipline, Work Productivity.*

INTRODUCTION

Human resources (HR) are important assets in government organizations that play a central role in realizing optimal public services. In the context of public sector organizations such as the Regional Finance and Asset Agency (BKAD), employee work productivity is a key indicator in measuring the performance and effectiveness of the implementation of service functions. Therefore, increasing work productivity is a necessity that must be supported by internal factors such as job training, competence, and work discipline. Job training is one of the strategic investments made by organizations in order to improve the technical and managerial skills of employees. According to Mondy and Martocchio (2023), planned and relevant training can improve skills and have a positive impact on individual and organizational productivity. However, training that is not accompanied by increased competence and work discipline will not provide optimal results. Competence, which includes knowledge, skills, and work attitudes, is a primary prerequisite in encouraging employees to be able to face dynamic work demands. As stated by Sutrisno (2022), high employee competence significantly affects the quality and quantity of work results, especially in a public sector work environment that is full of procedures and accountability. In addition, work discipline plays an important role as an intervening variable in the relationship between training, competence, and productivity. Good discipline reflects compliance with rules and responsibility for work, which ultimately strengthens the impact of training and competence on productivity. Recent research by Harun and Widodo (2023) states that work discipline has a strong mediating effect in strengthening the influence of HR development factors on the performance of government sector employees. Based on this background, this study aims to analyze how job training and competency affect employee work productivity, with work discipline as an intervening variable at the Regional Finance and Asset Agency of

North Sumatra Province. The results of this study are expected to contribute to strengthening HR development policies in the public sector to be more effective and measurable.

LITERATURE REVIEW

1. Work Productivity

a) Understanding Work Productivity

According to Mangkunegara (2017), work productivity is the overall work results of a person within a certain period of time compared to the standards or targets set.

b) Work Productivity Indicators

According to Mangkunegara (2017), employee work productivity can be measured through the following indicators:

1) Quantity of Work Results

The amount of work produced by an employee in a given time.

2) Quality of Work Results

The level of accuracy, neatness, and conformity of work results to organizational standards or expectations.

3) Punctuality in Completing Work

The employee's ability to complete tasks within the specified time.

4) Work Attendance or Absence

The level of employee attendance at work, which shows consistency and commitment to the work.

5) Teamwork Ability

Employees are able to work together with coworkers and demonstrate a cooperative attitude within a team.

2) Work Discipline

a) Understanding Work Discipline

According to Mangkunegara (2017), work discipline is an employee attitude and behavior that shows obedience and compliance with the regulations in force in the organization."

b) Work Discipline Indicators

Work discipline indicators according to Mangkunegara (2017):

1) Compliance with Regulations

The level of employee compliance with the rules and regulations applicable in the organization.

2) Compliance with Working Hours

Punctuality in attending work, coming to work, taking breaks, and going home according to schedule.

3) Compliance with Work Standards

Discipline in carrying out work in accordance with established standard operating procedures (SOP).

4) Responsibility in Carrying Out Duties

The sincerity and seriousness of employees in completing the tasks given.

5) Work Behavior Consistency

Stability and consistency of employees in behaving and acting according to organizational values.

3) Competence

a) Understanding Competence

According to Sedarmayanti (2017), competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with established standards.

b) Competency Indicators

Competency indicators according to Sedarmayanti (2017):

1) Knowledge

An individual's ability to understand and master certain information, procedures, or areas required in carrying out tasks.

2) Skills

A person's technical and non-technical abilities in completing work effectively and efficiently.

3) Work Attitude (Attitude)

The way an individual behaves towards work, including motivation, responsibility, discipline, and cooperation.

4) Job Training

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- a) Definition of Job Training
Noe (2017) explains that training is a planned effort by a company to facilitate employee learning in terms of work-related competencies.
- b) Job Training Indicators
Job training indicators according to Noe (2017), which emphasize the effectiveness of training in improving employee work competencies:
 - 1) Reaction (Participant reaction)
The extent to which participants feel satisfied and consider the training useful and enjoyable.
 - 2) Learning (Learning)
The extent to which participants gained knowledge, skills and changed attitudes after training.
 - 3) Behavior
Changes in participants' work behavior after returning to the work environment, whether there is application of the training material.
 - 4) Results
Impact of training on organizational performance, such as increased productivity, efficiency, or customer satisfaction.

Conceptual Framework

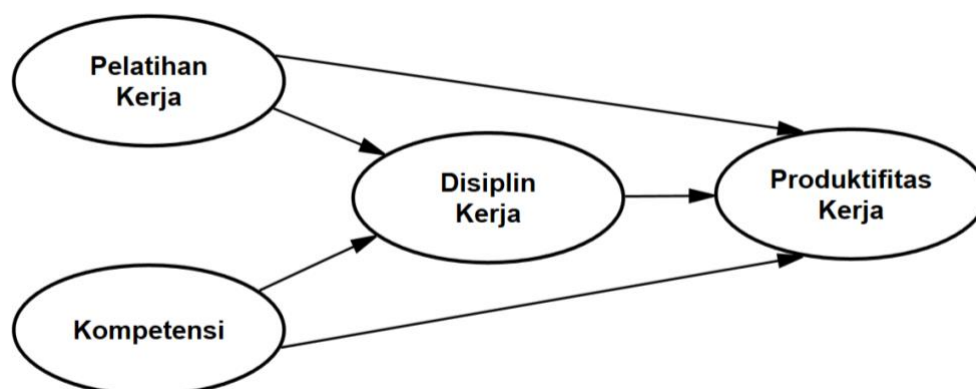


Figure 1. Conceptual Framework of Research

Research Hypothesis

- H1: Job training has a positive and significant effect on work productivity at the Regional Finance and Asset Agency of North Sumatra Province.
- H2: Competence has a positive and significant effect on work productivity at the Regional Finance and Asset Agency of North Sumatra Province.
- H3: Job training has a positive and significant effect on work discipline at the Regional Finance and Asset Agency of North Sumatra Province.
- H4: Competence has a positive and significant effect on work discipline at the Regional Finance and Asset Agency of North Sumatra Province.
- H5: Work discipline has a positive and significant effect on work productivity at the Regional Finance and Asset Agency of North Sumatra Province.
- H6: Job training has a positive and significant effect on work productivity through work discipline at the Regional Finance and Asset Agency of North Sumatra Province.
- H7: Competence has a positive and significant effect on work productivity through work discipline at the Regional Finance and Asset Agency of North Sumatra Province.

RESEARCH METHOD

Types of research

The type of research used by the researcher is quantitative research. This type of quantitative research is conducted to create a study that aims to adjust a study and to analyze Job Training and Competence on Employee

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Performance with Work Discipline as an Intervening Variable at the Financial and Regional Asset Agency of North Sumatra Province.

Research Location and Research Time

The location of the research was conducted at the Regional Finance and Asset Agency of North Sumatra Province, located at Jl. Jl. Imam Bonjol No. 61, Suka Damai, Medan 20142. The research period was carried out for 3 months, starting from April to June 2025.

Population and Sample

The population and sample in this study were all permanent employees at the Financial and Regional Asset Agency of North Sumatra Province. The number of employees at the Financial and Regional Asset Agency of North Sumatra Province is 135 employees, with details: 80 ASN employees and 55 people as honorary workers. In this study, samples were taken from ASN employees only as many as 80 people.

Research Data Sources

The data sources used in this study are primary data.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer Model Analysis muse *PLS Algorithm*, produce:

1) Validity Test

Table 1. ValuesOuter Loadings

	Work Discipline	Competence	Job Training	Work Productivity
X1.1			0.855	
X1.2			0.933	
X1.3			0.923	
X1.4			0.893	
X2.1		0.893		
X2.2		0.923		
X2.3		0.852		
Y.1				0.828
Y.2				0.897
Y.3				0.880
Y.4				0.787
Y.5				0.848
Z.1	0.896			
Z.2	0.814			
Z.3	0.835			
Z.4	0.857			
Z.5	0.898			

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, it shows the results of testing the outer model through the loading factor value /outer loadings, all indicators in each variable have a loading value ≥ 0.70 . This shows that each indicator is able to represent the construct being measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the convergent validity criteria and can be used in further analysis. For more details, the above values can also be seen in the following figure.

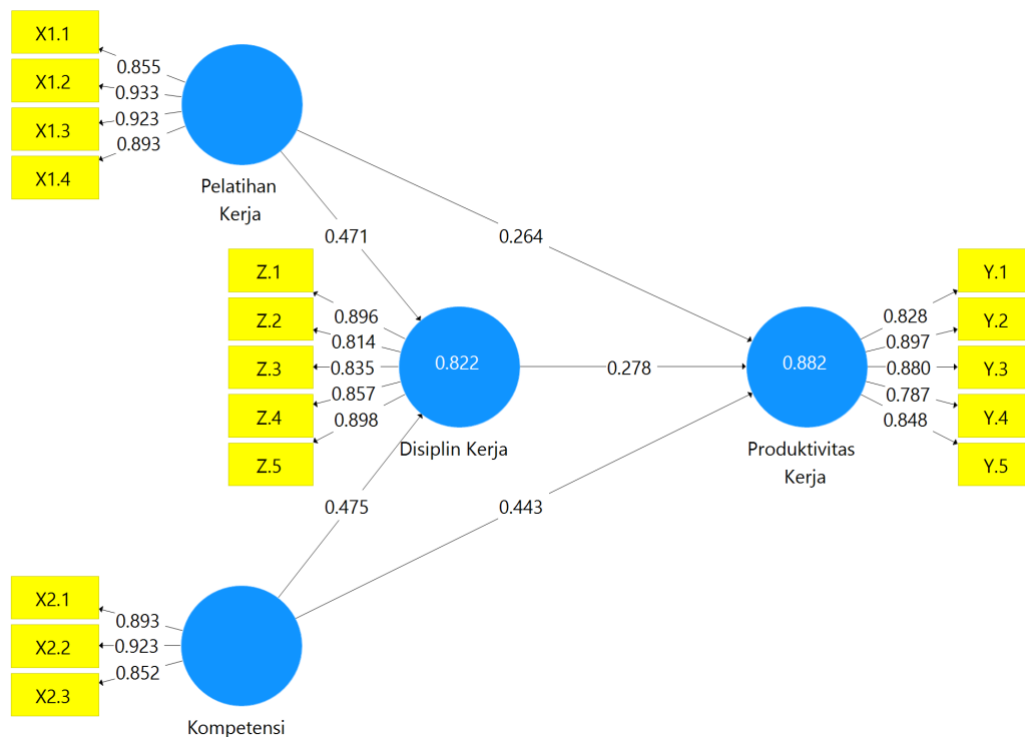


Figure 1. Outer Loudings

In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.471 X_1 + 0.475 Z + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.264 X_1 + 0.443 X_2 + 0.278 Z + e_2$$

2) Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.912	0.914	0.934	0.741
Competence	0.868	0.870	0.919	0.792
Job Training	0.923	0.928	0.946	0.813
Work Productivity	0.902	0.905	0.928	0.721

Source: Smart PLS Output, 2025

From Table 2 above, the results of the reliability test show that the Cronbach's Alpha and Composite Reliability values for all constructs have values above 0.70. This shows that all indicators have high internal consistency and can be relied on to measure their respective constructs. Thus, the research instrument is declared reliable and suitable for use in testing the structural model.

Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

1) Coefficient of Determination (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The table below is the result of Rsquare estimation using SmartPLS.

Table 3. R Square Results

	R Square	R Square Adjusted
Work Discipline	0.822	0.817
Work Productivity	0.882	0.877

Source: Smart PLS, 2025

In table 3 there is an R square value on both dependent variables for the work discipline variable there is an R square value of 0.822 meaning that the influence of work training and competence is 0.822 or 82.2% the rest is on other variables outside the model. The R square value of work productivity is 0.882 meaning that the influence of work training, competence and work discipline is 0.882 or 88.2% the rest is on other variables outside the model.

2) Hypothesis Testing

a) Direct Influence Between Variables

The direct influence between variables can be seen in the path coefficients value. The results of data processing show the direct influence value can be seen in the following table.

Table 4. Path Coefficients (Direct Effect)

	Original Sample	T Statistics	P Values	Conclusion
Job Training -> Job Productivity	0.264	2,589	0.010	Accepted
Job Training -> Work Discipline	0.471	4,361	0,000	Accepted
Competence -> Work Productivity	0.443	3,368	0.001	Accepted
Competence -> Work Discipline	0.475	4,572	0,000	Accepted
Work Discipline -> Work Productivity	0.278	2,276	0.023	Accepted

Source: Smart PLS Output, 2025

In the results of Table 4 there are direct influence values which will be explained as follows:

1. Job training has a positive and significant effect on work productivity with a t-statistic value of 2.589 above 1.96 and a significance of 0.010 below 0.05 means that job training has a positive and significant effect on work productivity because the significance value is below 0.05. The results of this study are in line with the results of previous studies, namely Loliyana (2023) which stated that training has a positive and significant effect on employee work productivity at PT. Nisan Abadi Jaya.
2. Job training has a positive and significant effect on work discipline with a t-statistic value of 4.361 above 1.96 and a significance of 0.000 below 0.05 means that job training has a positive and significant effect on work discipline because the significance value is below 0.05.
This research is in accordance with research which states that job training has a positive and significant effect on work discipline (Sulaefi, 2021).
3. Competence has a positive and significant effect on work productivity with a t-statistic value of 3.368 above 1.96 and a significance of 0.001 below 0.05 means that competence has a positive and significant effect on work productivity because the significance value is below 0.05. The results of this study are in accordance

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with previous studies, namely that competence has a positive and significant effect on work productivity at PT Dua Kuda Indonesia (Pratama & Permatasari, 2021).

4. Competence has a positive and significant influence on work discipline with a t-statistic value of 4.572 above 1.96 and a significance of 0.000 below 0.05 means that competence has a positive and significant effect on work discipline because the significance value is below 0.05. The results of this study are also in accordance with research conducted by Firdaus (2021) which states that competence has a positive and significant effect on work discipline.
5. Work discipline has a positive and significant effect on work productivity with a t-statistic value of 2.276 above 1.96 and a significance of 0.023 below 0.05 means that work discipline has a positive and significant effect on work productivity because the significance value is below 0.05. The results of this study are in accordance with the results of previous studies, namely the research of Aditya, et al (2021)) which stated that work discipline has a positive and significant effect on work productivity.

b) Indirect Influence Between Variables

The indirect influence between variables can be seen in the specific indirect effects value. The results of data processing show the indirect effect value can be seen in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Job Training -> Work Discipline -> Work Productivity	0.131	1,883	0.060	Rejected
Competence -> Work Discipline -> Work Productivity	0.132	2,059	0.040	Accepted

Source: Smart PLS, 2025

In table 5 there is an indirect influence between variables which will be explained as follows:

1. Job training has a positive and significant effect on work productivity through work discipline with a t-statistic value of 1.883 and a significance value of 0.060, meaning that work discipline plays a less important role as an intervening variable between job training and work productivity because with the presence of an intervening variable, the influence of both variables becomes insignificant with an alpha of 5%, but if an alpha of 10% is used, the hypothesis is accepted. Research Rahmawati (2019) stated that Job training has a positive and significant effect on work productivity through work discipline.
2. Competence has a positive and significant influence on work productivity through work discipline with a t-statistic value of 2.059 and a significance value of 0.040 means that work discipline plays a less important role as an intervening variable between competence and work productivity because its direct influence is more significant when compared to its indirect influence.

CONCLUSION

1. Job training has a positive and significant impact on work productivity at the Regional Finance and Asset Agency of North Sumatra Province.
2. Competence has a positive and significant influence on work productivity at the Regional Finance and Asset Agency of North Sumatra Province.
3. Job training has a positive and significant effect on work discipline at the Regional Finance and Asset Agency of North Sumatra Province.
4. Competence has a positive and significant influence on work discipline at the Regional Finance and Asset Agency of North Sumatra Province.
5. Work discipline has a positive and significant effect on work productivity at the Regional Finance and Asset Agency of North Sumatra Province.
6. Job training has a positive but insignificant effect on work productivity through work discipline at the Regional Finance and Asset Agency of North Sumatra Province.
7. Competence has a positive and significant effect on work productivity through work discipline at the Regional Finance and Asset Agency of North Sumatra Province.

SUGGESTION

1. In the job training variable, it turns out that the indicator with the lowest value is the statement "I feel satisfied and interested when participating in the training that is held". Suggestions that can be given are in the form of evaluating training needs and using interactive training methods.
2. Competence with the statement "I have a positive work attitude such as discipline, honesty, and responsibility.". For the suggestion, there needs to be an example from the leaders and superiors and implement a consistent reward & punishment system.
3. For the work discipline variable with the statement "I come on time and follow the working hours according to the applicable provisions". Suggestions from the agency that can be given are to strengthen the attendance system and time monitoring and provide appreciation to employees who are disciplined.
4. Work productivity with the statement "I am present routinely and on time according to the work schedule". Suggestions that can be given are to strengthen the attendance system and attendance monitoring and apply strict and gradual sanctions so that employees can comply with the rules that have been implemented.

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