

**THE EFFECT OF TRAINING ON PERFORMANCE MEDIATED BY WORK COMPETENCE
AMONG EMPLOYEES OF THE CIVIL SERVICE POLICE UNIT (SATPOL PP) OF DENPASAR
CITY**

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Abstract

This study aims to analyze the effect of training on employee performance with work competence as a mediating variable at the Civil Service Police Unit (Satpol PP) of Denpasar City. This study was conducted to understand the extent to which training can develop work competence and how such competence contributes to the improvement of employee performance. The study employed a survey approach involving 43 employees as the sample. The research instrument was a questionnaire measured using a Likert scale. The analytical technique used was Structural Equation Modeling (SEM) based on variance or component-based SEM with the SmartPLS application. The testing was carried out through measurement model analysis (outer model) and structural model analysis (inner model), including validity testing, reliability testing, R-square values, and hypothesis testing using bootstrapping. The results show that training does not have a significant effect on employee performance. Training has been proven to have a positive and significant effect on work competence. Work competence was also found to have a positive and significant effect on employee performance. In addition, training has an effect on employee performance indirectly through work competence as a mediating variable. The R-square results indicate that work competence and performance have a moderate level of ability in explaining the model. This study provides theoretical contributions to Human Capital Theory by confirming that training can improve performance when the training has first succeeded in improving employees' work competence.

Keywords : Training, Performance, Work Competence

INTRODUCTION

Human resources are the main factor in the success of an organization; therefore, training and the development of competence are required to improve employees' abilities, productivity, and performance (Butar-Butar et al., 2020). Various studies show that training and competence have a significant effect on improving performance because they help employees adapt to job demands and technological developments (Wirawan et al., 2019; Purnomo et al., 2022). This has become increasingly important for the State Civil Apparatus (ASN), who play a strategic role in government administration and public services, thus requiring continuous improvement in professionalism (Syarifuddin, 2023). This study focuses on 43 ASN employees of Satpol PP Denpasar City who serve as enforcers of regional regulations and maintain public order.

Table 1. Pre-Survey Results Data

No	Variable	Interview Results
1	Performance	Field performance shows several failures in task execution. For example, during the enforcement of street vendors, some of them succeeded in evading officers by avoiding selling activities at the time of enforcement.
2	Training	Training is conducted once a year due to constraints related to budget and the absence of some participants when it is their turn to attend the training.
3	Work Competence	There is an increase in competence after training, including an improved understanding of regulations and responsiveness in performing duties. However, after the evaluation test following the training, some participants still did not fully understand basic training, indicating the need for retraining.

Based on the preliminary survey and interview results with Satpol PP employees, it is indicated that there are issues related to training, where field performance shows several obstacles in task execution, particularly in the enforcement of street vendors. Although enforcement efforts are routinely carried out, some vendors are still able to evade officers by avoiding selling activities during the operations. This indicates that the effectiveness of task implementation has not yet achieved optimal results.

Work training is carried out once a year. This training frequency is limited by several constraints, including budget limitations and the absence of some participants

during their scheduled training period. This condition results in not all officers receiving training in a timely and comprehensive manner. Nevertheless, after training is conducted, there is a significant improvement in competence among participants, especially in their understanding of applicable regulations and responsiveness in performing field duties. This indicates that training provides a positive contribution to employees' abilities.

Post-training evaluation results reveal that several participants still lack a thorough understanding of the basic training materials. This condition indicates the need for retraining or further coaching programs to ensure that all officers possess adequate competence and are capable of performing their duties effectively. Therefore, to improve performance and task effectiveness in the field, a comprehensive evaluation of the training program is required, along with increasing training frequency and managing participants' attendance to ensure optimal participation. These actions are expected to minimize field obstacles and enhance the professionalism of officers in carrying out their responsibilities.

The research gap from previous studies indicates that training has a positive and significant effect on employee performance (Wibowo et al., 2023). Furthermore, the study by Hamid et al. (2024) states that work training has a significant effect on employee competence, which in turn enhances employee performance. However, these results differ from the research by Nurjannah et al. (2023), which shows that training does not have an effect on employee performance. It is assumed that the training used as a variable in that study did not provide a strong effect on performance, indicating that the concept of training needs to be improved in terms of quality. The findings show that employee performance is not affected by training.

Based on the phenomenon and the research gap from previous studies, the authors are interested in conducting further research. Therefore, this study is entitled "The Effect of Training on Performance Through Work Competence as a Mediating Variable (Study on Employees of the Civil Service Police Unit of Denpasar City)".

RESEARCH METHOD

This research method employs an associative design which aims to analyze the effect of Training (X) on Performance (Y) with Work Competence (M) as a mediating variable. The study was conducted at the Satpol PP Office of Denpasar City with the object being all ASN employees as respondents, using a saturated sampling technique totaling 43 individuals. The data were collected through a survey using a Likert-scale questionnaire and supporting interviews, with instruments that had been tested for validity and reliability, making them feasible to be used as measurement tools (Sugiyono, 2019; Sugiyono, 2022).

The variables in this study include Training as the independent variable, Performance as the dependent variable, and Work Competence as the mediating variable, each of which is explained through relevant operational indicators. The research data consist of quantitative data in the form of questionnaire scores and qualitative data in the form of general organizational descriptions and respondents' perceptions. The data sources include primary data obtained directly from

respondents and secondary data derived from institutional documents and previous studies (Silaen, 2021; Arvian Yuli Artha, 2022; Sugiyanto & Santoso, 2018).

Data analysis was conducted using descriptive statistics and inferential statistics through the Structural Equation Modeling method with the Partial Least Square (PLS) approach using the SmartPLS 4 application. The model testing includes the evaluation of the outer model to assess the validity and reliability of indicators through loading factor tests, AVE, HTMT, and composite reliability, as well as the evaluation of the inner model by assessing the coefficient of determination (R^2), path coefficient, and significance testing using bootstrapping. The results of this analysis are used to test hypotheses regarding the relationship among training, work competence, and performance of Satpol PP employees in Denpasar City (Ghozali & Kusumadewi, 2023; Hair et al., 2017).

RESULTS AND DISCUSSION

General Overview of Satpol PP of Denpasar City

Brief History

Government Regulation Number 16 of 2018 concerning Satuan Polisi Pamong Praja states that Satpol PP is a regional apparatus that has the duty to assist the regional head in enforcing regional regulations and head-of-region regulations, maintaining public order and community peace, and protecting the community. Satuan Polisi Pamong Praja of Denpasar City was established based on Regional Regulation No. 13 of 2001 with the main duty to formulate technical policies and provide services in the field of Community Security, Public Order, and public services to the community. This implies that security and public order that are realized are regulated and/or limited in accordance with the rules in the Regional Regulation of Denpasar City.

In carrying out its duties, Satpol PP of Denpasar City has functions, namely: maintaining community peace and community protection, implementing the policy of enforcing Regional Regulations and Head-of-Region Regulations, implementing the policy of organizing public order and community peace in the region, implementing the policy of community protection, coordinating the enforcement of Regional Regulations and Head-of-Region Regulations, organizing public order and community peace with the Indonesian National Police, Regional Civil Servant Investigators, or other apparatus, supervising the community, apparatus, or legal entities so that they comply with and obey Regional Regulations and Head-of-Region Regulations, and implementing other duties given by the Regional Head. In other words, the duty of Satpol PP of Denpasar City is to assist the regional head in organizing public order and public peace.

Based on these main duties, Satuan Polisi Pamong Praja of Denpasar City has the authority to regulate and take action against citizens who disturb public order, to conduct inspections and non-judicial repressive actions against citizens or legal entities that violate regional regulations and head-of-region regulations.

Respondent Characteristics

A total of 43 ASN Satpol PP employees of Denpasar City participated as respondents in this research, with characteristics describing their demographic profiles based on gender, age, education, and marital status. The majority of respondents are male (51.2%), which aligns with the job requirements of Satpol PP that demand physical readiness and operational capability in the field. In terms of age, the 51–55 age group dominates with 27.9%, indicating that most employees are at a mature and experienced career stage. From the educational aspect, most employees hold a bachelor's degree (76.7%), reflecting intellectual and professional readiness in supporting task execution. In addition, the majority of employees are married (79.1%), showing that they have family responsibilities alongside their official duties. These characteristics illustrate that ASN Satpol PP employees in Denpasar City are composed of competent and experienced personnel, dominated by operational staff who are prepared to support the duties and functions of the organization.

Description of Research Variables

Descriptive analysis in this study was used to determine respondents' perceptions of the variables Performance, Training, and Work Competence through interval-based rating scales. The results of data processing show that the Performance variable has an average score of 3.76 and is categorized as high, reflecting that Satpol PP employees in Denpasar City feel capable of performing their duties well, although several statements show inconsistencies in responses. These anomalies are observed in indicators related to accuracy, completion of additional tasks, time effectiveness, and integrity, which indicate job-related challenges such as heavy workload, limited facilities, and field conditions that affect optimal performance achievement. In general, employees are able to show the ability to work on time, work in teams, and comply with organizational procedures and regulations.

The Training variable in this study obtained an average score of 3.72 and falls within the relevant category, showing that training is considered important and beneficial in improving employee capabilities, although varying responses were found in several statements. These differences in perception are suspected to be caused by training materials that are not yet fully aligned with field needs or participant qualifications. Meanwhile, the Work Competence variable obtained the highest average score of 3.85 with a high category, illustrating that employees have good knowledge, skills, and work attitudes. However, anomalies in some responses indicate that competence has not been evenly distributed, influenced by factors such as employee placement, work experience, individual motivation, and procedural understanding. Overall, these results show that although the levels of Performance, Training, and Work Competence are within the good category, there remains room for improvement in capability distribution, training relevance, and the optimization of employee performance.

Inferential Data Analysis

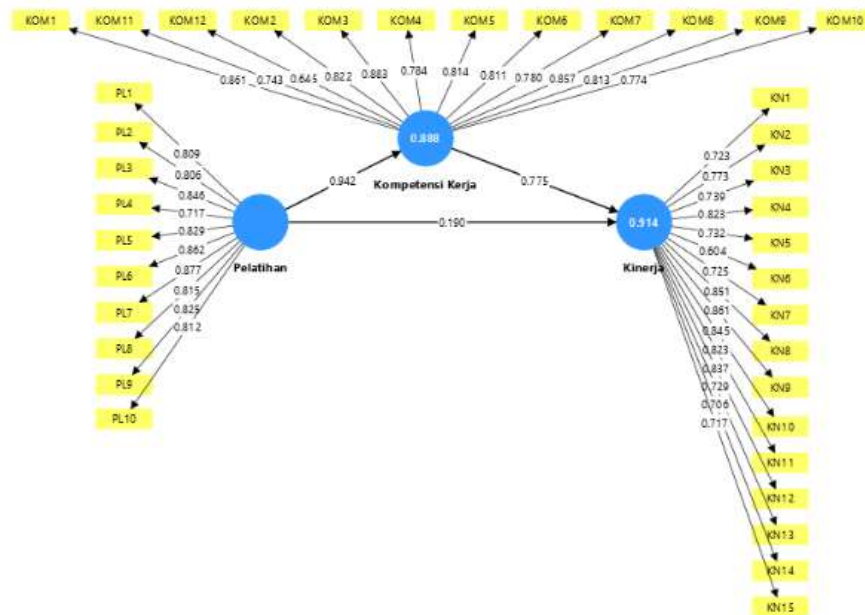
Structural Equation Modeling (SEM) Using Partial Least Square (PLS)

The data analysis technique used in this research is the structural equation model or Structural Equation Modeling (SEM) with a variance-based or component-based approach, known as Partial Least Square (PLS), utilizing SmartPLS 4.0 software. SEM-PLS is a non-parametric analysis method using a multivariate approach based on iterative OLS regression to estimate models with latent variables and their direct relationships. This testing consists of two fundamental model evaluations: the measurement model (outer model) evaluation and the structural model (inner model) evaluation.

1) Measurement Model Evaluation (Outer Model)

The measurement model or outer model is defined as how each block of indicators relates to its latent variable. The outer model evaluation is conducted using convergent validity, discriminant validity, and composite reliability tests.

Figure 1 Path Diagram of Measurement Model



Source: Primary Data (processed data), 2025

a) Convergent Validity

Table 2. Outer Loadings Test Results

	Original sample (O)	T statistics ($ O/STDEV $)	P values
KN1 <- Performance	0.740	0.742	9,305
KN2 <- Performance	0.777	0.778	9,751
KN3 <- Performance	0.750	0.743	9,291
KN4 <- Performance	0.819	0.820	15,520
KN5 <- Performance	0.735	0.726	7,804
KN7 <- Performance	0.720	0.706	6,851
KN8 <- Performance	0.842	0.840	14,154

KN9 <- Performance	0.857	0.859	17,641
KN10 <- Performance	0.836	0.839	18,229
KN11 <- Performance	0.819	0.812	10,627
KN12 <- Performance	0.849	0.842	12,550
KN13 <- Performance	0.739	0.731	8,544
KN14 <- Performance	0.715	0.716	8,964
KN15 <- Performance	0.710	0.705	7,234
KOM1 <- Job Competence	0.864	0.865	20,093
KOM2 <- Job Competence	0.822	0.821	14,779
KOM3 <- Job Competence	0.890	0.889	22,242
KOM4 <- Job Competence	0.801	0.802	14,005
KOM5 <- Job Competence	0.817	0.815	12,929
KOM6 <- Job Competence	0.820	0.821	17,375
KOM7 <- Job Competence	0.788	0.786	11,308
KOM8 <- Job Competence	0.864	0.862	17,820
KOM9 <- Job Competence	0.814	0.807	11,246
KOM10 <- Job Competence	0.755	0.746	6,696
KOM11 <- Job Competence	0.724	0.717	5,947
PL1 <- Training	0.809	0.810	17,814
PL10 <- Training	0.812	0.814	13,667
PL2 <- Training	0.806	0.805	13,599
PL3 <- Training	0.846	0.842	15,618
PL4 <- Training	0.717	0.712	6,264
PL5 <- Training	0.829	0.826	15,228
PL6 <- Training	0.862	0.860	19,653
PL7 <- Training	0.876	0.871	14,676
PL8 <- Training	0.814	0.813	11,324
PL9 <- Training	0.825	0.824	13,624

Source: Primary Data (processed data), 2025

The results show that convergent validity has been met based on the loading factor values after removing two indicators, namely KN6 and KOM12. After elimination, all items exhibit outer loading values greater than 0.70, indicating that all items are declared valid.

b) Discriminant Validity

Table 3. Cross Loading Test Results

	Performance	Job Competence	Training
KN1	0.727	0.676	0.716
KN2	0.797	0.773	0.758
KN3	0.806	0.660	0.572
KN4	0.827	0.794	0.735
KN5	0.771	0.607	0.556
KN7	0.750	0.634	0.517

KN8	0.820	0.782	0.715
KN10	0.815	0.735	0.732
KN11	0.845	0.661	0.633
KN12	0.849	0.737	0.666
KN13	0.717	0.618	0.573
KOM1	0.806	0.853	0.757
KOM2	0.758	0.843	0.778
KOM3	0.776	0.933	0.800
KOM7	0.711	0.747	0.723
KOM8	0.776	0.881	0.783
KOM9	0.688	0.842	0.739
KOM10	0.687	0.806	0.749
KOM11	0.703	0.760	0.608
PL1	0.736	0.699	0.817
PL2	0.722	0.735	0.833
PL3	0.691	0.771	0.884
PL5	0.655	0.755	0.847
PL6	0.740	0.791	0.865
PL7	0.700	0.804	0.892
PL8	0.674	0.732	0.795

Source: Primary Data (processed data), 2025

In the initial Cross Loading test, nine items KN9, KN14, KN15, KOM4, KOM5, KOM6, PL4, PL9, and PL10, showed higher validity on other variables compared to their respective latent variables. Therefore, these items were removed and retested. After re-evaluation, all remaining indicators demonstrated higher Cross Loading values on their corresponding variables, indicating that each indicator appropriately represents its respective construct and thus meets the criteria for discriminant validity.

c) Composite Reliability

Table 4. Composite Reliability and Cronbach's Alpha Test Results

Variable	Composite Reliability	Cronbach's Alpha	Information
Training (Y)	0.935	0.935	Reliable
Performance (X)	0.944	0.941	Reliable
Job Competence (Z)	0.940	0.937	Reliable

Source: Primary Data (processed data), 2025

Table 4 shows that the Composite Reliability and Cronbach's Alpha values for all constructs exceed 0.70. Thus, the constructs in this study are confirmed to have good reliability.

2) Structural Model Evaluation (Inner Model)

The evaluation of the structural model or inner model aims to analyze the relationships between exogenous and endogenous variables as described in the conceptual framework. The theoretical model developed in the conceptual framework was illustrated through a path diagram to show the relationships between exogenous

and endogenous variables to be tested. The structural model evaluation in this study consists of the R-Square test and Q-Square test.

a) R-Square Value

Table 5. R-Square Test Results

	R-square	R-square adjusted
Performance	0.792	0.781
Job Competence	0.794	0.789

Source: Primary Data (processed data), 2025

Table 5 shows that the R-Square value for the Performance variable is 0.729, which means that 72.9% of the performance variable can be explained by the training variable, while the remaining 27.1% is influenced by other factors outside the research model. Furthermore, the R-Square value for the Job Competence variable is 0.794, indicating that 79.4% of job competence can be explained by the training and performance variables, while the remaining 20.6% is influenced by other factors outside the research model.

b) Q-Square Value

The goodness of fit test using the Q-Square value produced a score of 0.957, indicating that the predictive relevance of the model is 95.7%. This result signifies that the research model is feasible, as it is able to explain 95.7% of performance variation through the training and job competence variables. Meanwhile, the remaining 4.3% is influenced by factors outside the research model.

Hypothesis Testing

Table 6. Path Coefficient Test Results (Partial)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Training Performance ->	0.193	0.193	0.176	1,097	0.273
Training -> Job Competence	0.891	0.890	0.042	21,448	0.000
Job Competence -> Performance	0.713	0.721	0.172	4.153	0.000

Source: Primary Data (processed data), 2025

Based on the results above, the output of the partial test can be described as follows:

- 1) Hypothesis 1 Testing (The Effect of Training on Performance) The test results in Table 6 show a p-value of 0.273 (> 0.05), a t-statistic of 1.097 (< 1.96), and an original sample value of 0.193 (positive), thus H₁ is not accepted. Therefore, training has no significant effect on performance.
- 2) Hypothesis 2 Testing (The Effect of Training on Job Competence) The test results in Table 6 show a p-value of 0.000 (< 0.05), a t-statistic of 21.448 (> 1.96), and an

original sample value of 0.891 (positive), thus H2 is accepted. Therefore, training has a significant positive effect on job competence.

- 3) Hypothesis 3 Testing (The Effect of Job Competence on Performance) The test results in Table 6 show a p-value of 0.000 (< 0.05), a t-statistic of 4.153 (> 1.96), and an original sample value of 0.713 (positive), thus H3 is accepted. Therefore, job competence has a significant positive effect on performance.

Table 7. Path Coefficient Test Results (Mediation Test)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value
Training -> Job Competence -> Performance	0.636	0.642	0.160	3,969	0.000

Source: Primary Data (processed data), 2025

Based on the results above, the output of the mediation hypothesis test is described as follows:

- 1) Hypothesis 4 Testing (The Effect of Training on Performance Through Job Competence) The test results in Table 7 show a p-value of 0.000 (< 0.05), a t-statistic of 3.969 (> 1.96), and an original sample value of 0.636 (positive), thus H4 is accepted. Therefore, training has a significant positive effect on performance through job competence.

Discussion

The research results indicate that job training does not have a significant effect on the performance of Satpol PP employees in Denpasar City (p-value > 0.05), although the average score of training perception is categorized as relevant at 3.72. This finding shows that the training conducted has not been able to directly improve performance, in which the average score of performance variables is 3.76. This condition is presumed to occur because the training has not aligned with job requirements, the implementation duration is limited, and the application of training outcomes in the workplace remains low. This finding is not fully in line with Becker's Human Capital Theory (1993), but it is consistent with previous studies such as Prasetyo & Orbaningsih (2024), Idris (2025), and Widiyanti (2025), which also found that training does not significantly affect performance when competency application is not optimally supported.

Unlike the relationship between training and performance, the research findings show that training has a positive and significant effect on job competency (p-value < 0.05), with an average competency score of 3.85 categorized as high. In addition, competency is proven to have a significant effect on employee performance (p-value < 0.05), indicating that training provides an indirect impact through competency improvement. In other words, competency acts as a mediating variable in the relationship between training and performance. This finding supports the Human Capital Theory and is consistent with the studies of Hakim & Ahmadi (2022), Giovanni

(2024), as well as Yang, Fang, & Huang (2017), which state that training will affect performance when employee competencies increase and are applied in actual job tasks. Thus, strategies to enhance the performance of Satpol PP should focus on training based on job needs, practical field implementation, and monitoring the application of training outcomes in order to produce measurable changes in work behavior.

CONCLUSION

Based on the results of the research analysis and discussion regarding training, performance, and job competency, the conclusions of this study are as follows:

- 1) Training does not have a significant effect on the performance of Satpol PP employees in Denpasar City. This indicates that the materials, methods, and implementation of the training have not been fully effective in improving employee productivity.
- 2) Training has a significant effect on the improvement of employees' job competency. It is assumed that the training has helped enhance employees' abilities, skills, and knowledge in carrying out their duties and responsibilities more effectively.
- 3) Job competency has a significant effect on employee performance. Employees who possess strong abilities, knowledge, and work attitudes tend to be more professional, productive, and able to complete tasks with optimal results.

Job competency mediates the effect of training on employee performance. Training improves performance indirectly through competency development, indicating that the success of training depends on the extent to which it strengthens the competency of Satpol PP employees in Denpasar City.

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