

The Effect of Training, Competence, and Work Culture on the Civil Servant Performance through Job Satisfaction in Bondowoso Regency

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ABSTRACT

This study aims to test and analyze the direct and indirect effects of training, competence, and work culture on the employee performance in the Regional Government of Bondowoso Regency, Indonesia through job satisfaction as an intervening variable. The research employs an explanatory research method; whereby a population of 2,391 employees is chosen, and a sample of 450 respondents is obtained using purposive sampling techniques. The data is analyzed by employing both descriptive statistics and inductive or inferential statistics, utilizing the path analysis technique with the use of SPSS 24.0. Based on the results of the study, it is concluded that (1) training, competence, and work culture have a significant effect on the job satisfaction of employees towards the Regional Government of Bondowoso Regency. Moreover, (2) training, competence, work culture, and job satisfaction have a significant effect on the employee performance. Finally, (3) the study finds that the performance of employees in the Regional Government of Bondowoso Regency is significantly influenced by training, competence, and work culture, mediated by their job satisfactions towards the Regional Government of Bondowoso Regency.

Keywords: training, competence, culture, job satisfaction, and performance.

1. INTRODUCTION

Effective personnel and human resource management is crucial for organizations to manage, organize, and utilize their workforce efficiently towards achieving the company's objectives. Thus, Human Resource Management (HRM) involves planning, organizing, executing, and monitoring the procurement, development, reward system, integration, maintenance, and separation of labor to achieve organizational goals (Mangkunegara, 2017). In other words, HRM involves process utilizing human resources effectively and efficiently through planning, directing, and controlling all values that become human strengths to achieve certain objectives (Sedarmayanti, 2017). HRM utilizes human beings as manpower in a way that is humane, enabling them to function at their best both physically and psychologically to help the organization or company achieve its goals (Sedarmayanti, 2017).

Nonetheless, the improvement of employee's work quality cannot be separated from the role of training. Jusmaliani (2011) defines training as the procedure of equipping new employees or those who are being placed in a new position with the essential skills required to perform their job responsibilities. According to Wilson (2012), building a training system is a process to maintain or improve the skills of employees to produce effective work. Additionally, according to Simamora in Wilson (2012), training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve the employee performance. Jusmaliani (2011) defines training as a process of developing employees' knowledge, skills, abilities, as well as attitudes and behaviors in their respective fields.

Competence refers to the traits of knowledge and skills possessed or required by individuals to perform their duties and responsibilities proficiently, thereby enhancing the professional quality standards of their work. Sutrisno (2012) states that competence refers to the capacity to perform tasks and duties in the workplace by applying skills and knowledge supported by work attitudes and their applications, which aligns with the job requirements. Meanwhile, the definition and meaning of competence according to Rivai and Sagala (2013) is the ability of a person that can be observed which includes knowledge, skills, and attitudes in completing a job or task according to the established performance.

According to Rosidah (2013), the level of competence is as follows: Skill, Knowledge, Self-concept, Self-Image, Trait, and Motive. Skill is the ability to perform a task well, for example, a computer programmer. Knowledge is the information that a person possesses for a specific field, for example, computer language.

Organizational work culture is management that includes the development, planning, production, and services of a quality product in optimal, economic, and satisfying terms. Gering, Supriyadi, and Triguno (2011) state that work culture is a philosophy based on a way of life as values that become characteristics, habits, and also drivers that are cultivated in a group and reflected in attitudes, behavior, aspirations, opinions, views, and actions that materialize as work. As per Hadari Nawawi (2013), organizational culture entails the repetitive practices employed by employees in an organization; despite the lack of strict penalties for disregarding these practices, organizational members have mutually accepted that adhering to them is imperative for achieving work objectives.

The significance of job satisfaction in the workplace cannot be overstated. Since every individual has unique attributes, their level of job satisfaction varies, and this can result in various outcomes depending on whether their job satisfaction is high or low. Sutrisno (2014) states that job satisfaction is an emotional state experienced by workers in response to their work, which can be either pleasant or unpleasant. Job satisfaction reflects a person's

feelings about their work. Furthermore, Priansa (2014) explains that job satisfaction refers to the emotions that workers experience towards their job, whether they find it enjoyable or not. This emotional state is influenced by the interaction between the worker and their work environment, as well as their mental attitude and evaluation of their work. The worker's feelings about their works reflect their attitudes and behaviors in working.

Work performance is the work results achieved by workers in terms of quality and quantity that correspond to their tasks and responsibilities. According to Mangkunegara (2011), "Performance in working is the quality and quantity of work achieved by an employee in carrying out their tasks in accordance with the responsibilities given to them." In addition, performance is the real behavior that everyone displays as work achievement produced by employees according to their role in the company. According to Kaswan (2012), "Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives, or criteria that have been predetermined and agreed upon.

Although the aforementioned ideas show the importance of training, competence, or work culture, previous research by Ratnasari, S.L., Sinaga, E.P., & Hadi, M.A. (2021) find the insignificant effect of these independent to the dependent variable which is the employee performance. The research showed that training has no significant effect on the performance of Civil Servants. Supiyanto, Y. (2015) found that competence has no significant effect on employee performance; and job satisfaction has no significant effect on employee performance. Lingga, D.E.L. (2014) found that 1) work culture has no effect on financial employee performance; and 2) motivation has no significant effect on financial employee performance. Nofriyanti, E., & Kuswanto, A. (2019) found that organizational culture has no significant effect on employee performance of *Putri Hijau* hospital.

Reflecting on this conflicting result, this study tries to analyze the topic further using different research subjects. The subject in this study is the Regional Personnel Agency and Human Resource Development (*BKPSDM* in Indonesia Language) of Bondowoso Regency, focusing on the area of Civil Servant Performance Assessment and Evaluation. The Civil Servant Performance Assessment and Evaluation area has the task for implementing general plans, organizing and implementing policies, as well as monitoring and evaluating the Civil Servant Performance Assessment and Evaluation. Figure 1 shows the finding of Performance Appraisal Evaluation conducted by *BKPSDM* regarding the use of "*E-Kinerja*" (Electronic performance application).

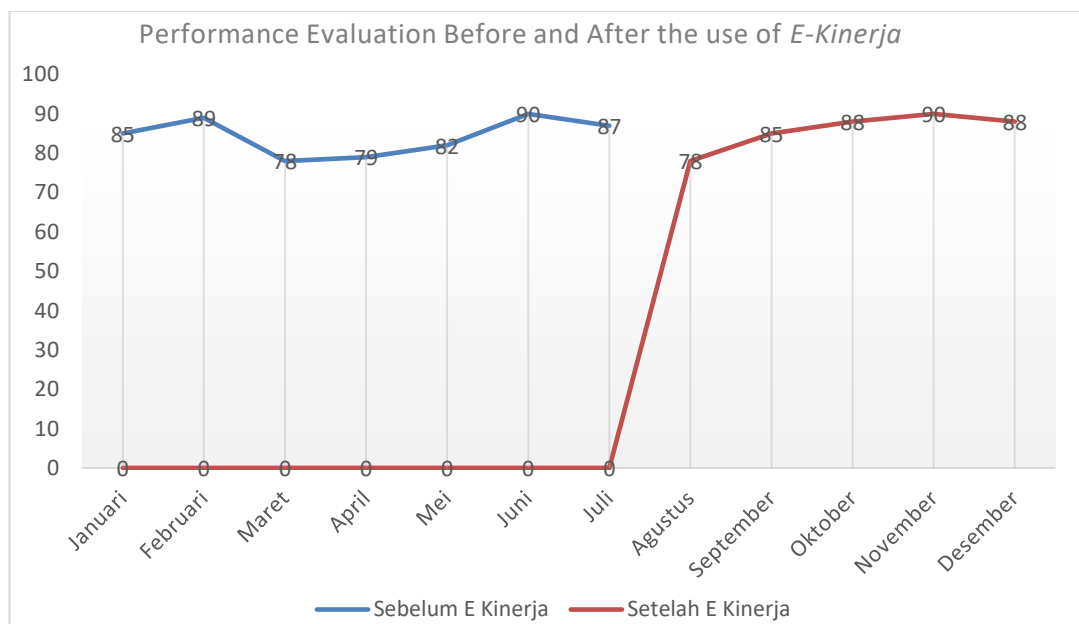


Figure 1. Performance Evaluation Assessment 2021
Source: *BKPSDM* Bondowoso Regency (2022)

The results of the performance evaluation indicate that the achievement of employee performance is still less than optimal, which should be 100%. This is also evidenced by the evaluation data on the filling of structural employee performance activities throughout Bondowoso Regency, conducted by the Regional Personnel Agency and Human Resource Development (*BKPSDM*) of Bondowoso Regency, with a focus on the Assessment and Performance Field of Civil Servants, as follows:

Table 1. Data Evaluation of Performance Activity of all Employees in Bondowoso District for January - September 2022.

No	Range of achievement in the use of <i>E-Kinerja</i> by Structural Employees in 50 Local Government Organizations	Realization of <i>E-Kinerja</i> Usage (%)
1	0%-19,9%	0
2	20%-39,9%	3,7

3	40%-59,9%	23
4	60%-79,9%	69,1
5	80%-100%	4,2

Source: *BKPSDM* Bondowoso Regency (2022)

Based on Figure 1, the evaluation data of performance assessment before and after using *E-Kinerja* shows that the use of *E-Kinerja* application has not been able to maximize employee performance, as indicated by the failure to achieve the employee performance target. Furthermore, based on Table 1, the Evaluation of Employee Performance Activities in Bondowoso Regency shows that there are relatively few employees validate their performance data in *E-Kinerja* application. Nonetheless, employee performance assessment using *E-Kinerja* application is a determining factor in assessing their work performances.

According to Government Regulation Number 46 of 2011 concerning Performance Assessment of Civil Servants, assessment in the Employee Performance Targets (*SKP* in Indonesia Language) includes aspects of quantity, quality, time, and cost, in accordance with the characteristics, nature, and type of activities in each unit of work. Assessment of work behavior includes aspects of service orientation, integrity, commitment, discipline, and cooperation. Performance assessment of civil servants is a combined value of *SKP* assessment and work behavior assessment with a comparison of 60% and 40%. The results of civil servant performance assessment are used as a study material to ensure objectivity and civil servant development, and are used as requirements for appointment, promotion, provision of allowances and sanctions, and others. According to Government Regulation Number 30 of 2019 concerning Performance Assessment of Civil Servants, the assessment of civil servant performance is expressed in numbers and designations or predicates as follows:

1. Very Good, if a civil servant has: 1) a score between 110 (one hundred and ten) - 120 (one hundred and twenty); and 2) creates new ideas and/or new ways to improve performance that benefits the organization or the country;
2. Good, if a civil servant has a score between 90 (ninety) - 110 (one hundred and ten);
3. Fair, if a civil servant has a score between 70 (seventy) - 90 (ninety);
4. Poor, if a civil servant has a score between 50 (fifty) - 70 (seventy); and
5. Very Poor, if a civil servant has a score < 50 (fifty).

The following is the data for the performance evaluation of structural employees in Bondowoso District.

Table 2. Data of Performance Evaluation for Employees in Bondowoso District

No	Assessment criteria	Percentage (%)	Amount of Employee
1	Very good (110-120)	4.7	100
2	Good (90-110)	68.6	1650
3	Fair (70-90)	23.0	552
4	Poor (50-70)	3.7	89
5	Very poor (<50)	0	0
Total		100	2.391

Source: *BKPSDM* Bondowoso Regency (2022)

Based on Table 2, it can be seen that out of 2,391 employees, there are still 89 employees or 3.7% of the total number of employees who have work performance below the required standard. Furthermore, the number of employees who have excellent work performance is still very low, which is only 100 employees, mostly consisting of officials at the II b echelon. It can be concluded that the work performance of employees in Bondowoso Regency is not yet optimal. Therefore, the researcher tried to address some of the problems faced by civil servants regarding their competencies and the use of *E-Kinerja*. The phenomenon in this study is "the ineffectiveness of employee performance in improving competencies, especially in the use of IT-based *E-Kinerja* ." Thus, in this study, the researcher attempted to provide a solution to improve employee performance by focusing on factors assumed to be important: the role of job satisfaction in mediating training, competency, and work culture on the work performance of civil servants in implementing *E-Kinerja* application at the Regional Personnel Agency and Human Resource Development of Bondowoso District.

2. RESEARCH METHODS

The method used in this study is descriptive and verification method with a quantitative research approach. According to Sugiyono (2015), the understanding of a descriptive approach is "research conducted to determine the existence of independent variable values, either one or more variables, without making comparisons or linking to other variables." The subject of this study is Regional Personnel Agency and Human Resource Development of Bondowoso District (*BKPSDM* in Indonesia Language), with a focus on the assessment and performance evaluation of the State Civil Apparatus.

Population

The population of this research is all employees of the Bondowoso Regency Government, totaling 2,391 people. Therefore, a sample was taken for this research.

Sample

Roscoe (1975), cited by Sekaran (2006), provides general guidelines for determining sample size, where a sample size of more than 30 and less than 500 is appropriate for most research. According to Arikunto (2017), if the subject is less than 100, the entire population becomes the research sample, but if the subject is more than 100, 10-

15% or 15-25% can be taken. Referring to the above opinions and based on the considerations that have been presented, the number of samples used in this study is 450 respondents.

The sampling technique used is Non-probability sampling, namely purposive sampling method. Purposive sampling is a sampling technique based on certain considerations, where samples are obtained from a specific target group that can provide the desired information because they have the information and meet the criteria specified by the researcher (Sugiono, 2012). The considerations used in selecting respondents are based on the following provisions:

- a) Respondents who have positions at echelon III & IV.
- b) Have a length of service in their position > 5 years.
- c) Employees who have attended the e-Performance evaluation workshop.

3. RESULTS AND DISCUSSION

Path Analysis

In this section, each path in the model is explained using path analysis. Each path tested shows the direct and indirect influence of training (X1) and employee competence (X2) on job satisfaction (Z) and employee performance (Y) in the Regional Government of Bondowoso District. The path coefficient values can be seen in the following table:

Table 3. Direct Path Coefficient Values

No.	Independent variable	Dependent Variable	Beta (β)	t-value	p-value	Description
1.	Training	Satisfaction	0,080	2,192	0,029	Significant
2.	Competence	Satisfaction	0,266	5,028	0,000	Significant
3.	Work Culture	Satisfaction	0,592	10,931	0,000	Significant
4.	Training	Performance	0,287	8,607	0,000	Significant
5.	Competence	Performance	0,286	5,752	0,000	Significant
6.	Work Culture	Performance	0,203	3,642	0,000	Significant
7.	Satisfaction	Performance	0,206	4,754	0,000	Significant

- a) The result of the test on the training variable (X1) towards job satisfaction obtained a beta value (β) of 0.080 with a p-value of 0.029. Since the p-value is smaller than α ($0.029 < 0.05$), then there is a significant influence of training (X1) on job satisfaction (Z).
- b) The result of the test on employee competence variable (X2) towards job satisfaction (Z) obtained a beta value (β) of 0.266 with a p-value of 0.000. Since the p-value is smaller than α ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of employee competence (X2) on job satisfaction (Z).
- c) The result of the test on employee competence variable (X2) towards job satisfaction (Z) obtained a beta value (β) of 0.592 with a p-value of 0.000. Since the p-value is smaller than α ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of employee competence (X2) on job satisfaction (Z).
- d) The result of the test on training variable (X1) towards employee performance (Y) obtained a beta value (β) of 0.287 with a p-value of 0.000. Since the p-value is smaller than α ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of training (X1) on employee performance (Y).
- e) The result of the test on employee competence variable (X2) towards employee performance (Y) obtained a beta value (β) of 0.286 with a p-value of 0.000. Since the p-value is smaller than α ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of employee competence (X2) on employee performance (Y).
- f) The result of the test on work culture variable (X3) towards employee performance (Y) obtained a beta value (β) of 0.203 with a p-value of 0.000. Since the p-value is smaller than α ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of work culture (X3) on employee performance (Y).
- g) The result of the test on job satisfaction variable (Z) towards employee performance (Y) obtained a beta value (β) of 0.206 with a p-value of 0.000. Since the p-value is smaller than α ($0.000 < 0.05$), then H_0 is rejected, thus there is a significant influence of job satisfaction (Z) on employee performance (Y).

Sobel Test

The intervening variable in this study is proxied by job satisfaction. To test the strength of the indirect effect of the intervening variable that mediates the independent variable on employee performance, a Sobel test is conducted by multiplying the path.

The influence of training on performance through job satisfaction.

Based on the statistical value (z-value) for the influence of the job satisfaction variable as an intervening variable between the training variable and employee performance, which is 2.01590167 and the significance of One-tailed probability is 0.02190513. Since the p-value $< \alpha = 0.05$, it can be concluded that the indirect influence is significant. Consistent with the previous test using path analysis, the mediation hypothesis is supported. This shows that job satisfaction plays a mediating role between the training variable and employee performance.

The influence of competence on performance through job satisfaction.

Based on the statistical value (z-value) for the influence of the job satisfaction variable as an intervening variable between the competence variable and employee performance, which is 3.46539148 and the significance of One-tailed probability is 0.00026473. Since the p-value $< \alpha = 0.05$, it can be concluded that the indirect influence is significant. Consistent with the previous test using path analysis, the mediation hypothesis is supported. This shows that job satisfaction plays a mediating role between the competence variable and employee performance.

The influence of work culture on performance through job satisfaction.

Based on the statistical value (z-value) for the influence of the job satisfaction variable as an intervening variable between the work culture variable and employee performance, which is 4.38985564 and the significance of One-tailed probability is 0.00000567. Since the p-value $< \alpha = 0.05$, it can be concluded that the indirect influence is significant. Consistent with the previous test using path analysis, the mediation hypothesis is supported. This shows that job satisfaction plays a mediating role between the work culture variable and employee performance.

Coefficient of Determination

The results of the path analysis calculation show that the total coefficient of determination R² obtained a value of 0.773. This means that 77.3% of the variation in employee performance can be explained by the variables of training, employee competence, work culture, and job satisfaction, while the remaining 22.7% is explained by other variables and errors that are not explained in this study.

4. INTERPRETATION

The Effect of Training on Job Satisfaction

According to the first hypothesis, training has an effect on job satisfaction. After testing and analyzing the data, it was found that training has a significant effect on the job satisfaction of Structural Government Employees in Bondowoso Regency, and H1 is accepted. This can be caused by aspects related to training that have an impact on job satisfaction, such as training content, training methods, willingness, skills, and expertise.

This is supported by the results of descriptive analysis which indicate that respondents generally agree or give a positive response to the indicators of training for Structural Government Employees in Bondowoso Regency. This research is in line with Simamora's opinion in Wilson (2012) that training is a learning process that involves acquiring skills, concepts, rules, or attitudes to improve employee performance. Jusmaliani (2011) stated that training is a process of developing employees in terms of skills, knowledge, abilities, as well as attitudes and behavior.

In this study, there are significant similarities with previous research conducted by Herianto, S. (2021) and Efrinawati, E., Yusup, Y., Norawati, S., & Supardi, S. (2022), which state that training has a significant effect on job satisfaction.

The Effect of Employee Competence on Job Satisfaction

According to the second hypothesis, employee competence has an influence on job satisfaction. After testing and analyzing the data, it was found that employee competence has a significant impact on the job satisfaction of Structural Government Employees in Bondowoso District, proven by the acceptance of H2. This is due to aspects related to employee competence that have had a positive impact on job satisfaction. According to Afandi (2016), employee competence is something in the work environment that can affect them in carrying out their tasks, such as trust, skills or experience, personal characteristics, motivation, emotional issues, and intellectual capacity. Employee competence can be interpreted as all the tools that are faced, the surrounding environment where a person works, their work methods, and their impact on work as an individual or as a group. Meanwhile, according to Sri Widodo (2015), employee competence is the environment where employees can carry out their daily tasks with all the necessary tools and infrastructure.

In this study, there are significant similarities with previous studies conducted by Baribin, D.P., & Saputri, C.B. (2020), Putra, R., Nyoto, N., Soyono, S., & Wulandari, E. (2019), and Herianto, S. (2021), which state that employee competence has a significant impact on job satisfaction.

The Influence of Work Culture on Job Satisfaction

According to the third hypothesis, work culture affects employee job satisfaction. After testing and analyzing the data, the results showed that work culture has a significant effect on the job satisfaction of Structural Government Employees in Bondowoso Regency, proven by H3 being accepted. This can be attributed to the aspects related to work culture that have been able to create employee job satisfaction.

According to Schein (2014:17), the definition of work culture is a basic assumption pattern created, found, or developed by a particular group as a learning process to overcome external adaptation and internal integration problems that occur in the company and therefore taught to new members as the right way to understand, think, and feel about these issues. Gering, Supriyadi, and Triguno (2011:7) stated that work culture is a philosophy based on a view of life as values that become characteristics, habits, and also drivers that are cultivated in a group and reflected in attitudes as behavior, aspirations, opinions, views, and actions that manifest as work or work. In addition to expert opinions, this research is also supported by previous research conducted by Baribin, D. P., & Saputri, C. B. (2020). Putra, R., Nyoto, N., Soyono, S., & Wulandari, E. (2019). Herianto, S. (2021). Efrinawati, E., Yusup, Y., Norawati, S., & Supardi, S. (2022) stating that work culture has a significant effect on job satisfaction.

The Effect of Training on Employee Performance

According to the fourth hypothesis, training has an effect on employee performance. After testing and analyzing the data, the results showed that training has a significant effect on the performance of Structural Government Employees in Bondowoso Regency, which means that H4 is accepted. This can be attributed to the aspects related to training that have been able to create employee performance, including work achievement, discipline, education, experience, initiative, and creativity.

The results of this study are consistent with the opinion of Jusmaliani (2011) who defined training as a process of training new employees or employees who will be placed in a new position with the basic skills needed to perform the job. According to Wilson (2012), Bangun, training is a process to maintain or improve employee skills to produce effective work.

This study also found significant similarities with previous research conducted by Syaputra, Bahri, and Faizi (2020), Chairani (2020), Kurniawan, R., & Hazir, A. Y. (2019), Hidayat (2020), Efrinawati, E., Yusup, Y., Norawati, S., & Supardi, S. (2022), which stated that training has a significant effect on performance.

The Effect of Employee Competence on Employee Performance

Based on the fifth hypothesis, employee competence has an effect on employee performance. After testing and analyzing the data, it was found that employee competence significantly affects the performance of structural employees of the Bondowoso Regency Local Government, proven by the acceptance of H5. This may be due to aspects related to employee competence that have been able to create the performance of the structural employees of the Bondowoso Regency Local Government. This study is in line with Sedarmayanti's opinion (2017) that employee competence is a place for several groups where there are several supporting facilities to achieve the company's goals in accordance with the company's vision and mission. This study's results are similar to the significant results of previous research conducted by Hidayat (2020), Baribin, D. P., & Saputri, C. B. (2020), Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019), stating that employee competence has a significant effect on performance.

The Effect of Work Culture on Employee Performance

Based on the sixth hypothesis, work culture has an effect on employee performance. After testing and analyzing the data, it was found that work culture significantly affects the performance of structural employees of the Bondowoso Regency Local Government, proven by the acceptance of H6. This may be due to aspects related to work culture that have been able to create the performance of the structural employees of the Bondowoso Regency Local Government.

In the book "Guidelines for Developing the State Apparatus Work Culture," published by the Ministry of State Apparatus Empowerment (2012), work culture is a person's perspective on giving meaning to work. Thus, work culture is a person's perspective on the field they are engaged in and the moral principles they hold, which foster strong beliefs based on the values they believe in, have high spirits, and are committed to achieving the best performance. Then, according to Hadari Nawawi (2013), work culture is a habit repeatedly performed by employees in an organization. Violations of this habit do not have strict sanctions, but from the organization's actors, it is morally agreed that the habit must be obeyed in the implementation of work to achieve goals. In addition to expert opinions presented, this study is supported by the results of previous research conducted by Siregar (2020), Baribin, D. P., & Saputri, C. B. (2020), Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019), and Efrinawati, E., Yusup, Y., Norawati, S., & Supardi, S. (2022), stating that training has a significant effect on performance.

The Effect of Job Satisfaction on Employee Performance

Based on the seventh hypothesis, job satisfaction has an effect on employee performance. After conducting testing and data analysis, the results showed that job satisfaction has a significant effect on the performance of structural employees in the Regional Government of Bondowoso District, and the hypothesis (H7) is accepted. This could be due to the aspects of job satisfaction related to the performance of structural employees in the Regional Government of Bondowoso District.

This research is in line with the opinion of Wibowo (2017), who stated that job satisfaction is a general attitude towards a person's job as the difference between the amount of rewards received by workers and the amount of rewards they believe they should receive. Job satisfaction is an important aspect for individuals in their work. Each worker has different characteristics, and therefore, their level of job satisfaction can vary. The level of job satisfaction, whether high or low, can have different impacts. Sutrisno (2014) mentioned that job satisfaction is an emotional state that is pleasant or unpleasant for workers when they look at their job. Job satisfaction reflects a person's feelings about their work.

In addition to expert opinions, this research is also supported by previous studies conducted by Baribin, D.P., & Saputri, C.B. (2020), Putra, R., Nyoto, N., Soyono, S., & Wulandari, E. (2019), and Herianto, S. (2021) which state that training has a significant influence on performance.

The Effect of Training on Employee Performance through Job Satisfaction Based on the eighth hypothesis, training has an effect on employee performance through job satisfaction. After testing and data analysis using the Sobel test, the results showed that the indirect effect of training (X1) on employee performance (Y) through the intervening variable of job satisfaction (Z) is equal to 2.01590167 with a one-tailed probability significance of 0.02190513. As the p-value is less than $\alpha = 0.05$, it can be concluded that training (X1) significantly affects employee performance (Y) through job satisfaction (Z). This means that job satisfaction is able to provide a mediating effect between the training variable and the performance of structural employees in the Regional Government of Bondowoso District.

The Effect of Employee Competency on Employee Performance through Job Satisfaction

Based on the ninth hypothesis, employee competency has an effect on employee performance through job satisfaction. After testing and analyzing the data using Sobel test, the results showed that the indirect effect of employee competency (X2) on employee performance (Y) through the intervening variable of job satisfaction (Z) is 3.46539148 with a one-tailed probability significance of 0.00026473. Since the $p\text{-value} < \alpha = 0.05$, it can be concluded that employee competency (X2) significantly affects employee performance (Y) through job satisfaction (Z). This means that job satisfaction can provide a mediating effect between employee competency variable and employee performance in the Structural Government Employees of Bondowoso Regency.

The Influence of Work Culture on Employee Performance through Job Satisfaction

Based on the tenth hypothesis, work culture has an effect on employee performance through job satisfaction. After conducting tests and data analysis using the Sobel test, the result shows that the indirect effect of work culture (X3-) on employee performance (Y) through the mediating variable of job satisfaction (Z) is 4.38985564, with a one-tailed probability significance of 0.00000567. Since the $p\text{-value}$ is less than $\alpha = 0.05$, it can be concluded that work culture (X3-) affects employee performance (Y) through job satisfaction (Z) significantly. This means that job satisfaction can mediate the effect of work culture on employee performance in the Structural Government of Bondowoso Regency.

5. CONCLUSION

This research was motivated by the issue of employee performance of the Structural Government Officials in Bondowoso District, Indonesia which has not yet reached its target. The aim of this study was to analyze the influence of training, employee competencies, and work culture on job satisfaction and employee performance. The object of this research was the Structural Government Officials in Bondowoso District. The analysis technique used to answer the hypotheses in this study was path analysis because there was an intervening variable in this research. The conclusions of this study state that the results of the analysis show:

1. Training significantly affects the job satisfaction of Structural Government Officials in Bondowoso District.
2. Employee competencies significantly affect the job satisfaction of Structural Government Officials in Bondowoso District.
3. Work culture significantly affects the job satisfaction of Structural Government Officials in Bondowoso District.
4. Training significantly affects the performance of Structural Government Officials in Bondowoso District.
5. Employee competencies have a positive and significant effect on the performance of Structural Government Officials in Bondowoso District.
6. Work culture significantly affects the performance of Structural Government Officials in Bondowoso District.
7. Job satisfaction significantly affects the performance of Structural Government Officials in Bondowoso District.
8. Training significantly affects the performance of Structural Government Officials in Bondowoso District through the intervening variable of job satisfaction.
9. Employee competencies significantly affect the performance of Structural Government Officials in Bondowoso District through the intervening variable of job satisfaction.
10. Work culture significantly affects the performance of Structural Government Officials in Bondowoso District through the intervening variable of job satisfaction.

6. RECOMMENDATIONS

Recommendations based on the research findings are as follows:

1. Recommendations for the Regional Government of Bondowoso Regency
 - a. Referring to the conclusion that training has a positive and significant effect on job satisfaction and employee performance, the Regional Government of Bondowoso Regency should improve and pay attention to aspects in analyzing the competence needs of employees with the availability of training that can be conducted.
 - b. The test results proved the indirect effect of training, competence, and work culture on employee performance through the intervening variable of job satisfaction, which is smaller than its direct effect. Therefore, it is recommended that the Regional Government of Bondowoso Regency pay attention to the level of employee satisfaction. By doing so, it can directly improve employee performance without needing intermediary variables such as job satisfaction.
2. Recommendations for further research
 - a. Future research should consider other factors that also affect job satisfaction and employee performance, such as leadership, compensation/incentives, and work discipline.
 - b. Future research can also expand the research orientation to a larger organizational scope or a larger population, such as involving employees.

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