

ANALYSIS OF FACTORS INFLUENCING EMPLOYEE'S PERFORMANCE AT THE FIRE DEPARTMENT KOTA SEMARANG

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ABSTRACT

Employee Performance is an important aspect in an organization because its employees' performance determines a company's success in achieving its goals. Many factors can influence employee performance, including motivating employees to work with high dedication and contribute to completing the tasks given. Furthermore, implementing good Leadership encourages employees to show their best potential by providing direction, support, and positive influence on their performance. On the other hand, Job Satisfaction contributes to employee performance by providing a sense of happiness and satisfaction in working, which impacts employee productivity. This study analyses the effect of Motivation, Leadership, and Job Satisfaction on Employee Performance at the Fire Department of Kota Semarang. This study uses Voluntary Sampling, where questionnaires are distributed to employees of the Fire Department of Kota Semarang, which are filled out voluntarily by 77 employees. SEM-PLS (Structural Equation Modeling-Partial Least Square) is used as a data analysis tool in this study with data processing using SMART-PLS 4.0. The results of this study indicate that Motivation and Job Satisfaction have a positive and significant effect on Employee Performance at the Fire Department of Kota Semarang. Meanwhile, Leadership has a positive relationship but does not significantly affect Employee Performance at the Fire Department of Kota Semarang

Key Words: *Employee Performance, Motivation, Leadership, Job Satisfaction*

ABSTRAKSI

Kinerja Pegawai merupakan aspek penting dalam organisasi karena keberhasilan perusahaan dalam mencapai tujuannya ditentukan oleh kinerja karyawannya. Kinerja Pegawai dapat dipengaruhi oleh banyak faktor di antaranya menerapkan motivasi dengan memberikan dorongan kepada para karyawan untuk bekerja dengan dedikasi yang tinggi dan memberikan kontribusi dalam menyelesaikan tugas yang diberikan. Selanjutnya penerapan Kepemimpinan yang baik untuk mendorong karyawan dalam menunjukkan potensi terbaik yang mereka miliki dengan memberikan arahan, dukungan, dan pengaruh positif terhadap kinerja mereka. Disisi lain, Kepuasan Kerja yang berkontribusi pada kinerja pegawai dengan memberikan rasa kebahagiaan dan kepuasan dalam bekerja yang berdampak pada peningkatan produktivitas karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh Motivasi, Kepemimpinan, dan Kepuasan Kerja terhadap Kinerja pegawai di Dinas Pemadam Kebakaran Kota Semarang. Penelitian ini menggunakan *Voluntary Sampling* dimana kuesioner disebar kepada pegawai Dinas Pemadam Kebakaran Kota Semarang yang diisi secara sukarela oleh 77 pegawai. SEM-PLS (*Structural Equation Modeling- Partial Least Square*) digunakan sebagai alat analisis data pada penelitian ini dengan pengolahan data menggunakan SMART-PLS 4.0. Hasil dari penelitian ini menunjukkan bahwa Motivasi dan Kepuasan Kerja berpengaruh positif dan signifikan terhadap Kinerja Pegawai di Dinas Pemadam Kebakaran Kota Semarang. Sedangkan, Kepemimpinan memiliki hubungan positif tetapi tidak memiliki pengaruh yang signifikan terhadap Kinerja Pegawai di Dinas Pemadam Kebakaran Kota Semarang.

Kata Kunci: Kinerja Pegawai, Motivasi, Kepemimpinan, Kepuasan Kerja

INTRODUCTION

A. Background

The advancement of globalization has made human resources experience changes and developments. The demand for a greater role than before makes human resources important for a government agency to compete globally. Human resources that have good quality will certainly be the main factor in the success of an organization (Fawaid & Fahrurozi, 2020). Improving employee performance is the primary key for organizations to face existing challenges and is one of the efforts to achieve organizational goals.

As time goes by and the demands of global competition, human resources are required for optimal and dexterous performance. Employees are encouraged to be resilient, take initiative, be sensitive to the environment, be independent, and do well. In public organizations, employees must perform competently to serve the community and meet the community's needs. This community welfare can be achieved if the services provided come from quality employee performance.

The fire department is one of the organizations tasked with providing services to the community, mainly to prevent, extinguish, or evacuate fires that occur in the community. This is explained in the Minister of Home Affairs Regulation No. 16 of 2020 concerning Guidelines for

the Nomenclature of Provincial and Regency / City Fire and Rescue Services that the task of the Fire Service is to supervise, control, extinguish, rescue, and handle the event of an emergency incident, both fire and non-fire. Therefore, firefighters need to perform fast, be able to work under pressure, be dexterous, and be professional in offering community support as a form of public service.

The Fire Department has a fire management service product for extinguishing fires: Response Time Rate (15 Minutes). This means that the Fire Department will provide services to the community by extinguishing fires in no less than 15 minutes. However, when viewed from the table of performance achievement of the Fire Department Kota Semarang related to the response time rate in conducting services in 2020 based on the performance target of RPJMD Kota Semarang 2016-2021, the Response Time Rate (15 Minutes) service has not reached the target.

The following table shows the performance achievement of the Fire Department in Response Time Rate (15 Minutes) service in 2020:

Table 1.1 Realization of Fire Department Performance 2016-2020

Description	Year					Performance Achievement Against RPJMD Final Target
	2016	2017	2018	2019	2020	
Response Time Rate (15 Minute After Complaint) of Fire Management Area Service Area	88.89%	91.86%	98.78%	50.26%	77.04%	Not Achieved

Source: Regional Medium-Term Development (RPJMD) Kota Semarang 2021-2026

Based on the table above on the realisation of the Fire Department on Response Time Rate (15 Minutes), Fire Management Area service still has not reached the target set by the RPJMD of Semarang City. In 2019, employee performance decreased from 87.33%, and only 50.26% of performance was achieved according to the target. Furthermore, in 2020, performance achievement increased by 77.04%, with a target achievement of 87.67%, meaning that performance achievements in 2020 have also yet to be achieved. There are still 22.96% of services that still need to meet the target in 2020. Thus, the data above shows that the Fire Department Kota Semarang cannot provide services by the Response Time Rate standard (15 Minutes).

The Response Time Rate used by the Semarang City Fire Department is 15 minutes by the standard operating procedures described in the Regulation of the Minister of Home Affairs of the Republic of Indonesia No. 114 of 2018 concerning Basic Service Technical

Standards on Minimum Service Standards for Fire Sub Affairs of Regency / City.

Performance problems of the Fire Department Kota Semarang in performing according to Work Plan of the Regional Work Unit of the Fire Department in 2023 its duties to protect the public from fire and non-fire incidents in Kota Semarang that must be addressed systematically and planned, among others:

1. The number of fire stations, employees, extinguishing and rescue facilities that still need to be available in each sub-district causes response of time services not to reach the target.
2. The skills and knowledge of firefighters still need to be certified.
3. Firefighters do not have a training ground and vertical tower to hone their specialised skills.
4. The ladder car owned is no longer operable.
5. Limited firefighting and rescue equipment and personal protective equipment cause vulnerability when conducting firefighting and rescue operations.
6. There is no certification for post-fire investigation officers as a basis for taking further steps to prevent fires in the neighbourhood.
7. The delay in developing the Master Plan for Fire Protection and Rescue System

and the development of Fire Fighting Management due to budget cuts.

8. Kota Semarang Fire Management bylaw has not been replaced from 1994 to 2021 and not implemented in 2022 due to budget reduction.

Several factors could explain why employee performance can be decreasing, such as the lack of training or educational activities that can help the performance of human resources in the Fire Department Kota Semarang. In addition, lack of motivation in doing work is also one of the obstacles to decreasing employee performance. This performance can also decline due to a lack of leadership style in supporting employee performance and evaluating employee performance results. Furthermore, the lack of supporting facilities and infrastructure also causes employees to be uncomfortable doing their work and causes dissatisfaction. Fire department members will feel that their work has become more complex and dangerous due to lacking supporting resources. So, employee performance decreases, which impacts the performance of the Fire Department Kota Semarang as a whole.

B. Problem Formulation

1. Is there an influence between Motivation and Employee Performance in the Fire Department Kota Semarang?
2. Is there an influence between Leadership and Employee Performance in the Fire Department Kota Semarang?
3. Is there an influence between Job Satisfaction and Employee Performance in the Fire Department Kota Semarang?

C. Objectives of Research

1. Analysing the factors affecting employee performance at the Fire Department of Kota Semarang provides valuable information and offers solutions.

D. Benefits of Research

1. **Practical Benefits:** This research provides a framework for future research investigating factors affecting employee performance.
2. **Theoretical Benefits:** This research fills the knowledge gap caused by previous research, which ignored the relationship between personal, organizational, and environmental factors that affect employee performance. It contributes to a more comprehensive understanding of these factors.

D. Theoretical Framework

Public Management

In the context of government, public management is one of the crucial elements that direct state apparatuses in the organization to work together to achieve organizational goals, namely providing services to the community and providing satisfaction with the services provided. Firdausijah et al., (2023) supports this definition that public management is a discipline that functions as a director and regulator of the public sector to work together in achieving organizational goals to meet the community's needs through public service. Public management is carried out to assist state apparatus in fulfilling the community's needs to create broad public satisfaction.

Public management is often said to be a management function closely related to public administration and other public aspects. This statement is supported by Satibi (2012) who understands that government agencies only manage public management. Satibi also explains that public management is a management carried out by government institutions related to planning, organizing, controlling, strategizing, and evaluating existing resources, such as human resources, facilities, infrastructure, technology, and budgets used to achieve organizational goals. It is hoped that the welfare of society

can be achieved through public management.

Human Resource Management

Human Resource Management has experienced many changes in definition in the development of science. The definition put forward by Flippo in Yuliani (2023) that human resource management is a set of activities of planning, organizing, directing, supervising activities, compensating, procuring, developing employee potential, maintaining, integrating, and releasing human resources is referred to as human resource management. In line with the opinion of Dessler (2013) Human Resource Management is the process of acquiring, training, assessing, and compensating all workers and paying attention to their relationships, work, safety, health, and fairness. Dessler also emphasizes that human resource management is not only about how to carry out the management process for the achievement of organizational goals, but human resource management also ensures that activities towards organizational goals take place in the long term and pay attention to sustainable economic, social, and environmental impacts.

Human resource management has an important role in supporting human resources whose job is to weigh the needs of its employees so the company can utilize

the contributions and skills of its employees to achieve its goals.

Employee Performance (Y)

Employee performance is one of the critical aspects of an organization's success in achieving its goals. One of the determinants of an organization's progress is employee performance in doing organizational work. In other words, good employee performance will reflect good organizational performance.

Moehariono (2010) in Widyastuti & Rahardja (2018) says that Employee Performance is that the efforts made by a person so that the organization's goals can be achieved legally without violating the law and remain in accordance with morals and ethics and are responsible are efforts from employee performance. In other words, expands the understanding of other experts that employee performance is not only about the results of a job but also how the work can be produced. Thus, understanding employee performance is about the result and the process underlying and aligning with organizational standards.

Many things can affect the performance of the staff member in a company. According to Kasmir (2016) in Trisdiani et al., (2023) some factors can influence an employee's performance. Among them are knowledge, planning, ability and expertise, leadership,

organizational culture, job satisfaction, personality, motivation, work discipline, loyalty, leading style, work environment, and commitment.

Another definition is put forward by Arifin et al. (2019) who says that Employee Performance is the result of hard work that has been achieved by a group of employees in a company that shows conformity with their respective authorities and responsibilities. Every employee is expected to achieve optimal results for each role, task, and responsibility that has been given to them. Good performance is measured based on how well employees can fulfill tasks in accordance with their roles in the organization. According to Arifin (2019) there are 5 (five) dimensions in measuring employee performance, including: 1) Quality of Work, 2) Amount of Work, 3) Punctuality, 4) Attendance, and 5) Ability to Cooperate. These indicators will be used in this study as a measure of the extent to which an employee fulfills expectations and responsibilities in their job.

Motivation (X1)

Encouraging employees to do their work will significantly affect the organization's success in achieving its goals. The encouragement given to employees is said to be a motivation that helps employees in carrying out organizational tasks. The

definition of motivation has a broad meaning, one of which is stated by Apridani et al., (2021) that motivation is a driver for employees to work to achieve optimal performance to achieve several factors such as salary, personal satisfaction, status, promotion, and appreciation. Motivation is carried out to motivate employees to develop their potential to maximize the performance provided.

Any company needs to give attention to the motivation of every employee. By fulfilling the motivation that employees want, organizations can quickly get the spirit of work that will support the organization's success. Alternatively, the organization's motivation determines its employees' performance. Highly motivated employees readily take constructive actions that help the company, and vice versa.

George & Jones (2012) also suggested that motivation is a psychological force within a person that determines the direction of that person's behavior in an organization, the level of effort, and persistence in the face of obstacles. In other words, motivation discusses how hard individuals try to achieve goals, how and where the effort is directed and how long they are able to maintain the effort. There are 3 (three) dimensions used in measuring motivation in an employee, including: 1) Direction of

Behavior, 2) Level of Effort, 3) Level of Persistence.

Leadership (X2)

It is also essential to understand the role of leadership in influencing employee performance. This statement is supported by Rivai (2001) in Mutmainnah et al., (2022) leadership is an activity that is responsive to change, able to analyse the strengths and weaknesses of its human resources so that employee performance can be maximized and helps improve organizational performance and can solve problems quickly.

In addition, leaders are also tasked with influencing their subordinates to improve performance. This is in line with Paais and Pattiruhu (2020), who say that leadership is a process experienced by someone to become a leader through an activity that is continuously carried out to influence their followers to accomplish the company's goals. This definition is in line with Setiawan et al. (2022), who states that the leadership of an organization will encourage an element to actualize potential into achievement. Through the positive influence and inspiration of a leader, employees of the organization are encouraged to make the best contribution possible, creating a productive and harmonious work environment.

The above definition is also in line with the definition of Hariri (2017) in Runa, (2020) which says that leadership is the ability a person has to influence, invite, encourage, move, guide, force, and direct other people or groups to accept this influence so that something is created that can help achieve a certain goal. According to Kartono (2006) in Runa (2020) there are 5 (five) dimensions used to assess leadership ability in organizations, namely: 1) Ability to Make Decision, 2) Ability to Motivate, 3) Communication Skills, 4) Ability to control subordinates, and 5) Ability to Control Emotion.

Job Satisfaction (X3)

Employees with high satisfaction will provide good performance and this performance will contribute to improving overall organizational performance. Alsafadi & Altahat (2021) suggest that if an organization treats employees fairly and meets employee needs as expected, it will encourage employees to contribute more to achieving organizational goals by improving their performance. Someone who has a high level of job satisfaction tends to show a positive attitude towards the job they have, whereas if someone is not satisfied with their job, they will show a negative attitude towards the job.

In this study, Job Satisfaction is viewed as a standalone factor whose impact

on employee performance can be analysed without using other variables as intervening variables. Many studies use job satisfaction as an intervening variable that acts as a bridge between other variables such as motivation or leadership and employee performance. However, the Job Satisfaction variable also has the ability to evaluate how an increase in Job Satisfaction influences an increase in Employee Performance. This is supported by Fred Luthans' theory (2011), which states that there is a positive relationship between Job Satisfaction and Employee Performance, where the higher the employee's satisfaction with their job or organization, the better their performance will be.

Luthans (2011) defines that Job Satisfaction is the result of employee opinions or perceptions of how well the work they do provides things that are considered important. Luthans (2012) also added that there are 5 (five) important dimensions that are always used to identify employee job satisfaction, including: 1) The Work Itself, 2) Pay, 3) Promotion Opportunities, 4) Supervision, and 5) Coworkers. These dimensions will be an important benchmark that will be used in this study to understand which amount employees feel satisfied with what they are doing.

Hypothesis

1. H1: There is a positive and significant influence between Motivation (X1) and Employee Performance (Y)
2. H2: There is a positive and significant influence between Leadership (X2) on Employee Performance (Y)
3. H3: There is a positive and significant influence between Job Satisfaction (X3) on Employee Performance (Y)

E. Research Method

The research approach used in this study is quantitative. This approach aims to test a collection of information represented by numbers or numerical data. This numerical data is generated by testing the relationship between two or more variables. With G power calculation to measure the sample size from 319 population to 77 samples with 80% statistical power to meet the requirements for statistical testing.

The sampling technique used in this study is Voluntary Sampling. This sampling technique is included in Non-Probability Sampling. According to Kate Williams (2023) voluntary sampling is a sample taken based on the respondents' willingness to contribute their thoughts and experiences through a questionnaire that has been distributed.

The primary data source in this study was obtained, collected, and obtained directly by the researcher through a

questionnaire submitted directly to the Fire Department Kota Semarang employees and books, journals, and information obtained via the Internet related to the research problem.

The data analysis technique in this study is using SEM (Structural Equation Modelling) is used as a equipped with a statistical data processing application, namely Smart PLS. According to Hair et al. (2014), this data analysis technique is used to develop an exploratory theory to find a pattern and hypothesis from the data collected. The continuity of the measurement model is evaluated using Outer Model that consist, Convergent Validity, Discriminant Validity, and Composite Reliability. Also Inner Model which is R square Testing and Hypothesis Testing.

RESULTS AND DISCUSSION

A. Respondent Identification

The age range that filled out the questionnaire the most was the age range of 20-30 years with 37 respondents. While the age range that fills in the least is the age range 40-50 years, totalling 14 respondents, then with 0 respondent in the age range less than 20 years and 50-60 years old. With all respondents who answered were male, as many as 77 respondents, for a percentage of 100.00% of the total respondents.

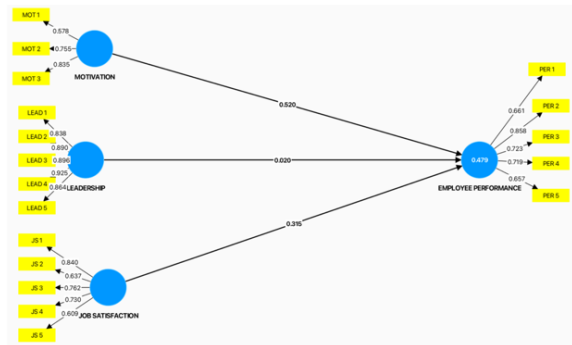
The education level of the respondents who filled in the most questionnaires was dominated by respondents, with the last education level being "Others" 38 respondents. Which is the education section refers to education outside Vocational School (D3), such as High School/Vocational School Equivalent, and training or certification related to Fire Fighting activities. Meanwhile, respondents with Postgraduate (S2) with only 1 respondent. Then, at the undergraduate (S1) education level, with 25 respondents and Vocational School (D3) with 13 respondents.

B. Outer Model Testing

1. Convergent Validity

Convergent Validity test is used to measure whether the indicators of a variable are related and can reflect the same concept. The criteria for determining whether this variable has a valid value if it is equal to or more than 0.70. Although outer loading is still found with a value of 0.50 to 0.60 it can still be maintained in some studies. The results of the first model estimation with PLS Algorithm are as follows:

Figure 1.1 Outer Loading on First Model Estimation

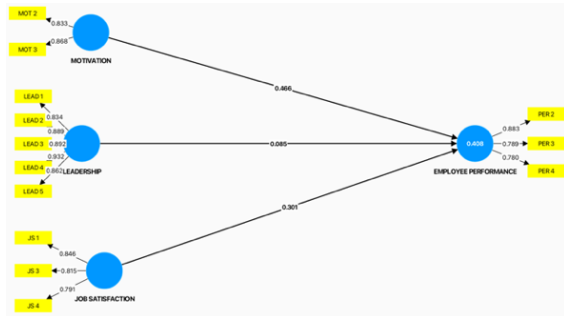


Based on the results of the figure above, it shows that of the outer loading, only the Motivation variable is less than 0.50 on MOT 1 (Motivation) so it is necessary to review the indicators tested, one of which is by looking at the Outer Loading value of the Motivation Variable.

After looking back at the Outer Loading value of the Motivation variable, it is found in that there are also 5 (five) indicators that is invalid because it has an Outer Loading value below 0.70. According to Hair et al., (2014) if the Outer Loading value of an indicator is below 0.70 then the indicator is said to be invalid. In this case, the researcher decided to remove all indicators that had an Outer Loading of less than 0.70. Including indicators JS 2 and JS 5 (Job Satisfaction) and PER1 and PER5 (Employee Performance). Therefore, researchers decided to remove the five indicators because they had the lowest Outer Loading value of other indicators on the same variable. After deleting indicators that did not meet the assessment requirements, the researchers reassessed

Convergent Validity to determine the validity value per new variable.

Figure 1.2 Outer Loading on Second Model of Estimation



Based on Figure 3.2, it shows that there are no more indicators from the model that have outer loading below 0.50. And next Validity Test is by looking the AVE value which must be above 0.50 (Hair et al, 2014).

Table 1.2 AVE Values

Code	AVE (>0.50)	Description
MOT 2	0.723	VALID
MOT 3		VALID
LEAD 1	0.778	VALID
LEAD 2		VALID
LEAD 3		VALID
LEAD 4		VALID
LEAD 5		VALID
JS 1	0.668	VALID
JS 3		VALID
JS 4		VALID
PER 2	0.670	VALID
PER 3		VALID
PER 4		VALID

Source: Output of Smart-PLS and Researcher Processed Results (2024)

Based on Outer Loading Value and AVE Value, all indicators from the second

estimation are Valid so the results can be evaluated for the rest of the testing.

2. Discriminant Validity

Discriminant Validity is used to measure whether the indicators are supposed to be unrelated or different from each other. So, it shows how well a indicator is unique compared to other.

In this test is using the *Fornell-Larcker Criterion*. If the square root of the Average Variance Extracted (AVE) is greater than the correlation between the construct and other constructs, when this happens then Discriminant Validity is achieved.

Table 1.3 Fornell Larcker Criterion

	LEAD	MOT	PER	JS
LEAD	0.882			
MOT	-0.017	0.850		
PER	0.317	0.552	0.819	
JS	0.797	0.190	0.457	0.817

Source: Output of Smart-PLS and Researcher Processed Results (2024)

We can see from the table that each square root value of AVE in each construct is already greater than the other construct. Like leadership is greater than the motivation, performance, and JS, Next is motivation is greater than the Performance, and JS. and also the performance is greater than the JS. So it can be concluded that all constructs already have a good discriminant validity value and can explain its own indicators.

3. Cronbach's Alpha and Composite Reliability

Composite Reliability is a measure to check the internal consistency of questions. It tells us how well the questions can work together to measure the same concept. In general, a Composite Reliability value above 0.7 is considered acceptable, which means the items are reliable and consistent. But Hair et al also said that the value between 0.60 to 0.90 is also reliable.

Table 1.4 Cronbach's Alpha and Composite Reliability Values

Variable	Cronbach's Alpha (>0.70)	Composite Reliability (>0.70)	Description
MOT	0.618	0.623	Reliable
LEAD	0.930	0.983	Reliable
JS	0.781	0.878	Reliable
PER	0.755	0.784	Reliable

Source: Output of SmartPLS and Researcher Processed Results (2024)

So from this table all variables have Cronbach Alpha and CR between 0.60 to 0.90. This indicates that the items used in this study are reliable and can be used to measure the variables effectively.

C. Inner Model Testing (R-Square)

R Square Test to see the extent and how much the dependent variable can be influenced by the independent variable. This measurement uses a value scale of 0 to 1, where the greater the number on the value, the greater the dependent variable is influenced by the independent variable. The results of the R Square value of $r < 0.10$, $0.10 \leq r < 0.30$, $0.30 \leq r < 0.50$ and $r \geq 0.50$

indicate that the model is "Very small", "Small", "Moderate" and "Large" (Cohen, 1988).

In this study, the R Square value can be seen in the following table:

Tabel 1.5 R Square Value

Variable	R Square
Employee Performance (PER)	0.408

Source: Output of SmartPLS and Researcher Processed Results (2024)

Based on the table above, it can be seen that the R Square value on the Employee Performance (PER) variable is 0.408 or 40.8%. This indicates that 40.8% of Employee Performance is influenced by Motivation, Leadership, and Job Satisfaction. While the remaining 59.2% is influenced by other causes that are not included in this study. So it can be said that the R square on the Employee Performance (PER) variable is moderate.

D. Hypothesis Testing with Path Coefficient

Path Coefficient test to see if there is a significant relationship between variables. The Path Coefficient has a value between -1 and 1, which if the value on the variable is positive indicates that there is a positive relationship between variables and vice versa. The strength value of a variable is seen from the value that is closer to 1, so the strength of the variable relationship will be stronger (Cohen, 1988). Whether or not a hypothesis is accepted is seen in the results

of the T statistics value which is > 1.659 . The following are the results of hypothesis testing in this study.

H1: There is a positive and significant influence between Motivation (MOT) and Employee Performance (PER).

The results of testing the first hypothesis show that Motivation has a path coefficient of 0.466 which indicates that Motivation has an influence on Employee Performance by 46.6%. Furthermore, the T Statistics value shows a value of 6.539 and with P value 0.000 or can be said to be significant. Therefore, it can be concluded that the Motivation variable has an influence on the Employee Performance variable at the Fire Department of Kota Semarang which is in accordance with the first hypothesis and the first hypothesis is stated to be **ACCEPTED**.

The theory explained that motivation has a strong relationship with employee performance. In other words, the more employees have high motivation, the better the resulting performance will be and vice versa if employees have low motivation in their work, the resulting performance will also be low because motivation involves a person's psychological strength, personality, abilities, attitudes, and moods that will greatly affect the performance displayed (George and Jones, 2011).

H2: There is a positive and significant influence between Leadership (LEAD) and Employee Performance (PER).

The results of testing the second hypothesis show that the Path Coefficient value on the Leadership Variable is 0.085, indicating an 8.5% influence, and the relationship between the Leadership Variable and Employee Performance is positive. Furthermore, the effect of the Leadership Variable on the Employee Performance Variable is assessed from the T statistics value, which, based on Table 3.17, is 0.600 or insignificant. Based on these results, it can be concluded that the Leadership Variable has a positive but insignificant relationship, meaning that the results of Hypothesis 2 testing are **NOT ACCEPTED**.

Fire Department Kota Semarang employees are more focused on Standard Operating Procedures and what they should do when specific things happen. Fire department employees are often required to be responsible for maintaining public safety according to the standard operating procedures that have been determined. So, the leadership at the Fire Department of Kota Semarang only supports improving employee performance. This study's results align with research conducted by Suprayitno (2024), which found that the Leadership Variable is positively but not significantly related to the Employee

Performance Variable. His research found that leadership does not affect increasing or decreasing employee performance. Employees work according to what is often done daily, so they are frequently more concerned with quickly completed work and their routine. So, the increase or decrease in Employee Performance at the Fire Department of Kota Semarang is not influenced by how leaders organize their subordinates.

H3: There is a positive and significant influence between Job Satisfaction (JS) and Employee Performance (PER).

The third hypothesis was tested, and the results indicate that job satisfaction has a 30.1% impact on employee performance in terms of its Path Coefficient value of 0.301. This value indicates that the Job Satisfaction and Employee Performance Variables have a positive relationship. Furthermore, the Job Satisfaction Variable is worth 1.697 or significant at the T statistics value. Based on these results, it can be concluded that the Job Satisfaction Variable and the Employee Performance Variable have a positive and significant relationship, meaning that the results of Hypothesis 3 testing are **ACCEPTED**.

The theory explains that Job Satisfaction also determines a person's performance. Job satisfaction is determined by how well an employee can meet

company expectations. If employees work hard and do not get a reward, they will have a negative attitude towards the company and the job itself. On the other hand, if they feel rewarded for what they have done well, they will feel satisfied and tend to increase performance productivity (Luthans, 2012).

CONCLUSION

1. The Employee Performance (PER) at the Fire Department of Kota Semarang is 40.8% influenced by Motivation, Leadership, and Job Satisfaction. At the same time, the remaining 59.2% is influenced by other causes not included in this study.
2. The motivation analysis results show a significant influence between motivation and employee performance at the Fire Department of Kota Semarang.
3. The results of the leadership analysis show insignificant influence between leadership and employee performance at the Fire Department of Kota Semarang.
4. The Job Satisfaction analysis results show a significant influence between Job Satisfaction and Employee Performance at the Fire Department of Kota Semarang.

SUGGESTIONS

To improve employee performance, the Semarang City Fire Department needs to focus more on motivation through recognition of the achievements

accomplished by the employees. Leadership in terms of communication, decision-making, and building better relationships with employees. Additionally, job satisfaction can be improved by providing better facilities, incentives, appreciation for achievements, offering supportive feedback, and conducting satisfaction surveys to meet employees' needs.

Future research could examine more variables such as competence, work environment, organizational culture, and others to gain broader insights related to employee performance. Additionally, the use of G-power for sample determination should also be done carefully, and the use of the Stratified Sampling Method can enhance the accuracy and representation in the research, resulting in more detailed analysis.

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