# THE EFFECT OF DISCIPLINE AND TRAINING ON PERFORMANCE OF EMPLOYEES AT THE FIRE AND RESCUE SERVICE IN CITY ADMINISTRATION OF CENTRAL JAKARTA

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**Abstract**

*The Fire and Rescue Service is a government apparatus with the duties, principal and functions in the field of prevention, fire prevention and rescue. Therefore, the performance of firefighters in their duty to combat fires needs to be analyzed. Because firefighters first take care of their personal safety as well as the safety of those around who need help. The purpose of this study is to analyze the effect of discipline and training on employee performance in the Central Jakarta City Fire Service Administration Department, written in Minister of Public Works Regulation No. 20 / PRT / M / 2009 CHAPTER II Section 5, concerning human resources and training education is held at the Center for Fire Fighting and Rescue Education and Training which aims to provide basic knowledge about prevention, management and rescue in the field of fire and other disasters. In improving the performance of work officers, training needs to be provided as needed, training that can regulate employees regularly so that there are no violations at work. This research method uses research instruments namely simple regression and multiple regression to find the correlation coefficient between discipline and training on employee performance. The finding reveals that work discipline has a direct and significant positive effect on employee performance. Likewise, work discipline has a direct and significant positive effect on training. Furthermore, training has a direct and significant positive effect on employee performance. Meanwhile, Discipline and Training have a positive and significant indirect effect on employee performance.*

Keywords: *Discipline, Training, Performance of Officers*

## 1. INTRODUCTION

Human Resources (HR) is a special aspect that is the most expensive compared to other aspects (Bangun, 2012). Human resources is a special driving force within an organization. In managing human resources specifically, sustainably, and with a focus on their welfare, all of their rights are manifested. Therefore, it is recommended that development be undertaken to enhance a human resource's competency throughout time.

Professional competence in achieving a performance that meets the criteria enables a firefighter to compete successfully in the career ladder competition of a firefighter who is required to achieve, develop, and maintain professional and quality human resources. With an improvement in the quality of human resources, it is envisaged that employees would be able to work professionally, resulting in more favorable performance in accordance with work standards (Hasibuan, 2017).

Covering a standard of professional performance requires expert ability through several levels and stages. Even with a college degree, one's professional performance talents are still unassailable. Increased education and training, together with a focus on discipline, are

necessary to level the playing field for HR professionals (Mangkunegara, 2013). Improving the performance of an officer is expected to have implications with adequate work skills in carrying out tasks quickly, on target and professionally.

Increasing the dimensions of officer performance greatly affects discipline and training which is one of several factors in carrying out their duties, principal and functions (Kasmir, 2016). Lack of discipline and training can affect all activities by bringing work results that are not optimal and there is no success resulting in a lack of achievement of goals and objectives in accordance with the vision and mission in carrying out tasks that create a bad image of an organization (Handoko, 2014). Especially in government agencies that deal with emergency conditions and really need a quick response from the officers in charge.

One of them is an officer at the Central Jakarta City Administration of Fire and Rescue Sub-department who is always required to prepare and move quickly that is directed and measured because it is always related to emergency conditions experienced by someone or a place.

These uncertain conditions occur unexpectedly at a very unpredictable time and place causing a level of difficulty and handling requires good and appropriate action procedures that must be carried out by the officers who handle it. Besides that, this condition is very high risk so that it can cost lives in carrying out tasks or careless and lack the skills of an officer.

The discipline possessed by an officer will affect the implementation of his work to the maximum even though it is not supervised by the leadership, carry out other activities that are not sustainable with the work, and with high awareness without coercion can comply with written and unwritten regulations that exist in the work unit environment because related to prevention and rescue.

The ability and alertness of officers is needed in the implementation of prevention and rescue, because the lack of ability of the officers to the actions taken will result in loss or the safety of the people who are in a condition in need of assistance.

The new knowledge and skills possessed by these officers are able to develop their profession in carrying out their duties in accordance with their main duties and responsibilities in accordance with operational standards for the quality of human resources through routine training.

According to (Umam, 2010) training is very important to do to provide and improve knowledge, skills and behavior to meet the needs in carrying out their duties. Meanwhile, (Hasibuan, 2017) states that natural resource management has three indicators, namely: discipline, training and employee performance.

The Central Jakarta City Administration Fire and Rescue Sub-Department is one of the government agencies in the field of prevention, fire management and rescue in the Central Jakarta City Administration area.

The officers on duty must go directly to the field in tackling the occurrence of fires as well as rescue and other disaster management, such as: evacuating people who trapped in floods, evacuating collapsed buildings and other disaster events. As a result, officers who serve as a result of their performance are expected to have exceptional abilities and be extremely alert.

## 2.    LITERATURE REVIEW

### 2.1. Discipline

According to Hasibuan (2017: 193) discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, Mangkunegara (2017: 43) highlight that corrective discipline is an effort to move employees in unifying a rule and directing them to continue to comply with regulations in accordance with those applicable in the company. Furthermore, according to Sinambela (2012) the notion of preventive discipline is an activity to move employees so that they can follow and comply with the basics and work regulations set by an organization. Based on this understanding, Hasibuan (2017: 193) conclude that the indicators that affect the level of discipline of a company's employees, namely: attendance, complying with regulations, work standards, level of vigilance and being ethical.

### 2.2. Training

According to Wibowo (2016: 442) that training is an important organizational investment in human resources. Training involves all human resources to gain knowledge and skills. Meanwhile, according to Sedarmayanti (2009: 163) said that training is an effort to reduce or eliminate the gap between employee abilities and what the organization wants. Moreover, Mangkunegara (2013: 46) argue that training and development are terms related to planned efforts carried out to achieve mastery of skills, knowledge and attitudes of employees or members of the organization. Employee training programs according to (Mangkunegara, 2017) are led to have human resources who have the abilities and skills that must be trained. Dimensions and indicators of training, including: ability, knowledge, training process and training benefits

### 2.3. Employee Performance

Nawawi (2016: 234) states that what is meant by performance is the result of the implementation of a job, both physical/material and non-physical/material. Performance issues have always been a special concern in a management because they relate to the productivity of an organization or institution. Meanwhile, according to Mangkunegara (2013:14) the notion of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to the employee. Meanwhile, Wibowo (2016: 7) argue that the notion of performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction, and contributes to the economy. Furthermore, Umam (2010: 25) defines performance is the work that can be achieved by a person (group) in an organization in accordance with the authority and responsibility of each in order to achieve the strategic goals of the organization. Therefore, (Bangun, 2012) conclude that there are dimensions and indicators of employee performance, including: quality and speed of time.

## 3.    RESEARCH METHOD

This research is a type of quantitative research. The data analysis method used Structural Equation Modeling-Partial Least Square (SEM-PLS) Smart PLS software version 3. The population in this study were employees of the Central Jakarta City Administration of Fire

and Rescue which according to pre-study observation data amounted to 170 people. The population is heterogeneous so that technical sampling is Non Probability Sampling with Accidental Sampling method, with a total sample of 170 respondents. The testing stages are validity test, reliability test, inner model includes convergent validity, discriminant validity, composite validity, Cronbach's alpha, while outer model includes path coefficient test and hypothesis testing.

## 4. RESULT AND DISCUSSION

## 4.1. Result Research

## 4.1.1. Validity Test

Based on the research that has been done, the Validity Test results of the Discipline (X1), Training (X2) and Employee Performance (Y) are obtained in Table 1.

**Table 1** Validity Test of Discipline (X1), Training (X2) and Employee Performance (Y)

| Indicator | r-statistic | r-table | Information |
|---|---|---|---|
| $X_1.1$ | 0,566 | 0,195 | Valid |
| $X_1.2$ | 0,750 | 0,195 | Valid |
| $X_1.3$ | 0,809 | 0,195 | Valid |
| $X_1.4$ | 0,841 | 0,195 | Valid |
| $X_1.5$ | 0,872 | 0,195 | Valid |
| $X_1.6$ | 0,873 | 0,195 | Valid |
| $X_1.7$ | 0,881 | 0,195 | Valid |
| $X_1.8$ | 0,803 | 0,195 | Valid |
| $X_1.9$ | 0,817 | 0,195 | Valid |
| $X_1.10$ | 0,833 | 0,195 | Valid |
| $X_1.11$ | 0,871 | 0,195 | Valid |
| $X_1.12$ | 0,849 | 0,195 | Valid |
| $X_2.1$ | 0,881 | 0,195 | Valid |
| $X_2.2$ | 0,884 | 0,195 | Valid |
| $X_2.3$ | 0,900 | 0,195 | Valid |
| $X_2.4$ | 0,889 | 0,195 | Valid |
| $X_2.5$ | 0,852 | 0,195 | Valid |
| $X_2.6$ | 0,861 | 0,195 | Valid |
| $X_2.7$ | 0,822 | 0,195 | Valid |
| $X_2.8$ | 0,804 | 0,195 | Valid |
| $X_2.9$ | 0,852 | 0,195 | Valid |
| $X_2.10$ | 0,854 | 0,195 | Valid |
| $X_2.11$ | 0,846 | 0,195 | Valid |
| $X_2.12$ | 0,858 | 0,195 | Valid |
| Y1 | 0,849 | 0,195 | Valid |
| Y2 | 0,859 | 0,195 | Valid |
| Y3 | 0,866 | 0,195 | Valid |
| Y4 | 0,890 | 0,195 | Valid |
| Y5 | 0,881 | 0,195 | Valid |
| Y6 | 0,887 | 0,195 | Valid |

## 4.1.2. Reliability Test

**Table 2** Reliability Test Results

| Variable | Cronbach Alpha | Critical Value | Information |
|---|---|---|---|
| Discipline | 0.960 | 0.600 | Reliable |
| Training | 0.968 | 0.600 | Reliable |
| Employee Performance | 0.950 | 0.600 | Reliable |

## 4.1.3. Inner Model
### 1) Convergent Validity

**Table 3** Outer Loading

| Variable | Indicator | Outer loading |
|---|---|---|
| Discipline (X1) | X1.1 | 0.566 |
| | X1.2 | 0.750 |
| | X1.3 | 0.809 |
| | X1.4 | 0.841 |
| | X1.5 | 0.872 |
| | X1.6 | 0.873 |
| | X1.7 | 0.881 |
| | X1.8 | 0.803 |
| | X1.9 | 0.817 |
| | X1.10 | 0.833 |
| | X1.11 | 0.871 |
| | X1.12 | 0.849 |
| Training (X2) | X2.1 | 0.881 |
| | X2.2 | 0.884 |
| | X2.3 | 0.900 |
| | X2.4 | 0.889 |
| | X2.5 | 0.852 |
| | X2.6 | 0.861 |
| | X2.7 | 0.822 |
| | X2.8 | 0.804 |
| | X2.9 | 0.852 |
| | X2.10 | 0.854 |
| | X2.11 | 0.846 |
| | X2.12 | 0.858 |
| Employee Performance (Y) | Y1 | 0.849 |
| | Y2 | 0.859 |
| | Y3 | 0.866 |

| | |
|---|---|
| Y4 | 0.890 |
| Y5 | 0.881 |
| Y6 | 0.887 |

**2) Discriminant Validity**

**Table 4** Cross Loading Results

| Indicator | Discipline (X1) | Training (X2) | Employee Performance (Y) |
|---|---|---|---|
| X1.1 | 0.566 | 0.486 | 0.425 |
| X1.2 | 0.750 | 0.648 | 0.611 |
| X1.3 | 0.809 | 0.707 | 0.686 |
| X1.4 | 0.841 | 0.757 | 0.756 |
| X1.5 | 0.872 | 0.762 | 0.745 |
| X1.6 | 0.873 | 0.755 | 0.730 |
| X1.7 | 0.881 | 0.779 | 0.743 |
| X1.8 | 0.803 | 0.724 | 0.672 |
| X1.9 | 0.817 | 0.785 | 0.734 |
| X1.10 | 0.833 | 0.804 | 0.719 |
| X1.11 | 0.871 | 0.815 | 0.763 |
| X1.12 | 0.849 | 0.826 | 0.759 |
| X2.1 | 0.837 | 0.881 | 0.788 |
| X2.2 | 0.808 | 0.852 | 0.740 |
| X2.3 | 0.809 | 0.861 | 0.789 |
| X2.4 | 0.762 | 0.822 | 0.779 |
| X2.5 | 0.753 | 0.804 | 0.669 |
| X2.6 | 0.808 | 0.852 | 0.745 |
| X2.7 | 0.724 | 0.835 | 0.755 |
| X2.8 | 0.685 | 0.835 | 0.787 |
| X2.9 | 0.761 | 0.842 | 0.783 |
| X2.10 | 0.719 | 0.854 | 0.821 |
| X2.11 | 0.773 | 0.846 | 0.778 |
| X2.12 | 0.768 | 0.858 | 0.797 |
| Y1 | 0.746 | 0.810 | 0.849 |
| Y2 | 0.768 | 0.811 | 0.859 |
| Y3 | 0.715 | 0.801 | 0.866 |
| Y4 | 0.770 | 0.789 | 0.890 |
| Y5 | 0.772 | 0.784 | 0.881 |
| Y6 | 0.711 | 0.762 | 0.887 |

**Table 5** AVE Value

| Variable | AVE |
|---|---|
| Discipline (X1) | **0.669** |

| | |
|---|---|
| Training (X2) | **0.715** |
| Employee Performance (Y) | **0.760** |

## 3) Composite Reliability

**Table 6** Composite Reliability Value

| Variable | Composite Reliability |
|---|---|
| Discipline (X1) | 0.960 |
| Training (X2) | 0.968 |
| Employee Performance (Y) | 0.950 |

## 4) Cronbach's Alpha

**Table 7** Cronbach's Alpha Value

| Variable | Cronbach's Alpha |
|---|---|
| Discipline (X1) | 0.954 |
| Training (X2) | 0.964 |
| Employee Performance (Y) | 0.937 |

## 4.1.4. Outer Model
## 1) Path Coefficient Test

**Table 8** R-Square

| Variable R-Square Value | R-Square Value |
|---|---|
| Training (X2) | 0.834 |
| Employee Performance (Y) | 0.825 |

## 2) Hypothesis Test

**Table 9** Path Coefficient

| The Effect | Original Sample | T-Statistics | P. Value | Results |
|---|---|---|---|---|
| Discipline =>Employee Performance | 0.858 | 21,462 | 0.000 | Accepted |
| Discipline =>Training | 0.904 | 33,720 | 0.000 | Accepted |
| Training => Employee Performance | 0.754 | 7.784 | 0.000 | Accepted |
| Discipline => Training => Employee Performance | 0.682 | 7370 | 0.000 | Accepted |

## 4.2. Discussion
## 4.2.1. The Effect of Discipline on Employee Performance

The first hypothesis tests whether discipline has a positive effect on employee performance. The test results show that the beta coefficient of Discipline on Employee Performance is 0,858 and the t-statistic is 21,462. From these results, it is stated that the t-statistic is significant. Because >1,96 with p-value of <0,05 according to (R. Hamdani

Harahap, 2015) so that the first hypothesis is accepted. This proves that discipline has a positive effect on employee performance.

### 4.2.2. The Effect of Discipline on Training

The second hypothesis tests whether Discipline has a positive effect on Training. The test results show that the beta coefficient of Discipline on Training is 0,908 and the t-statistic is 33,720. From these results, it is stated that the t-statistic is significant. Because >1,96 with p-value of <0,05 according to (Andi Abdul Munir, Bakri Hasanuddin and Saharudin Kaseng, 2017) so that the first hypothesis is accepted. This proves that discipline is proven to have a positive effect on training.

### 4.2.3. The Effect of Training on Employee Performance

The third hypothesis tests whether training has a positive effect on employee performance. The test results show the value of the training beta coefficient on employee performance is 0,751 and the t-statistic is 7,784. From these results, it is stated that the t-statistic is significant. Because >1,96 with p-value of <0,05 according to (Dody, 2017) so that the first hypothesis is accepted. This proves that training has a positive effect on employee performance. This proves that training is proven to have a positive effect on employee performance.

### 4.2.4. The Effect of Discipline and Training on Employee Performance

The fourth hypothesis tests whether Discipline and Training have a positive effect on Employee Performance. The test results show that the beta coefficient of Discipline and Training on Employee Performance is 0,825. This shows that the effect of Discipline and training on employee performance is 82,5%. The results of the hypothesis state that discipline and training have an indirect effect on employee performance, proven true or H4 is accepted.

## 5. CONCLUSION

To sum up everything that has been stated so fat, the following conclusions can be drawn in this study, namely :
1. The results of data analysis show that work discipline has a direct and significant positive effect on employee performance. This is known from the critical ratio (CR) between the Discipline variables on Employee Performance. This means that if the discipline is good, it will affect the increase in employee performance. On the other hand, if the work discipline is poor, it will affect the decline in employee performance as well.
2. The results of data analysis show that work discipline has a direct and significant positive effect on training. This is known from the critical ratio (CR) between the variables of Discipline and Training. From the results of these studies, it can be concluded that discipline is very important as a basis for improving the quality of training.
3. The results of data analysis show that training has a direct and significant positive effect on employee performance. From the results of these studies it can be concluded that training is very important in improving employee performance. The better the

training obtained by the employee, the better the employee's performance, and vice versa, the less training, the lower the employee's performance as well.

4. The results of data analysis show that Discipline and Training have a positive and significant indirect effect on employee performance. From the results of these studies, it can be concluded that Discipline and Training have an indirect effect on Employee Performance, but with Discipline and Training it can increase professional employees.

**Suggestions**

According to the result and conclusion of this study, the researchers suggest several things, namely:

1. In accordance with the research above that the work permit indicator in the Discipline variable got the lowest value even though the result value was still positive, this indicates that the Central Jakarta City Administration of Fire and Rescue Agency in implementing discipline must be better in accordance with the applicable rules and sanctions/penalties.

2. In accordance with the research above, the work permit indicator between the Discipline variable and the Training variable got the lowest value even though the result was still positive, this indicates that the Central Jakarta City Administration of Fire and Rescue Services in making disciplinary rules and also in training emphasizes the firmness of the leadership.

3. In accordance with the research above, the training material indicator in the Training variable received the lowest value even though the result was still positive, this indicates that the Central Jakarta City Administration of Fire and Rescue Service in preparing the study of training materials should further improve training.

4. In accordance with the research above that the quality standard indicator in the Employee Performance variable gets the lowest value even though it is proven that work discipline and training have an indirect effect on employee performance, but the result is still positive, this shows that the Central Jakarta City Administration Fire and Rescue Service should improve employee performance with quality standards in accordance with procedures by taking formal steps so as to create performance goals and high work quality.

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