

# **Analysing the Effect of Job Satisfaction, Work Discipline, Motivation and Competency on Employee Performance: An Evidence from Indonesia Fire Department**

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## **Abstract**

Achieving targets is one of the most significant indicators in measuring employee performance. Successful workers meet deadlines, make sales through positive customer experiences, and build the brand. Consumers believe that the organisation is numb to their interests when workers do not work well and may seek support elsewhere. On the other side, this study looks at public services employees, namely Fire Department at West Jakarta, Indonesia, due to their working hours not full-time. However, they should be working when the fire accident happens and ready any times. So, it may be not easy to measure their working performance. In line with the issues, the present study is written to analyse the relationship of job satisfaction, work discipline, motivation, and work competence on employee performance of the Fire Department at West Java, Indonesia. The design of this study is a quantitative approach through a survey questionnaire with a Likert scale. A total of 100 employees have participated in this study and collected using a purposive sampling technique. The data analysed using path regression technique (Partial Least Square) by assisting the prominent statistical software for non-parametric test, namely SmartPLS-3. By using the path regression analysis, this study found that job satisfaction, work discipline, motivation, and work competence have a positive and significant relationship with the Fire Department's employee performance at West Java, Indonesia. In conclusion, this study has successful analysing the factors that affect employee performance. Also, the three selected variables have a positive and significant effect on employee performance. Thus, it is crucial to the government as the public services department's primary stakeholder to emphasise job satisfaction, work discipline, motivation, and work competence to increase employee performance.

## **Keywords**

Work discipline, motivation and competence, job satisfaction, employee performance

## **1. Introduction**

At this time there are many government offices, especially in Indonesia, which have experienced a decline in performance due to Covid 19 which has not subsided in Indonesia, resulting in many office employees using schedules with shifts to work, of course this greatly reduces the optimization of the performance of the office employees (Widiartanto et al., 2020; Federman, 2009). As stated, the community servants in West Jakarta city fire department should also be able to improve services by improving and optimizing service standards with the principles of fast, precise, and satisfactory so that they are in line with the vision of the West Jakarta city fire department, namely the realization of professionalism in providing services and services. protection for residents of the city of West Jakarta

from fire. The task of the West Jakarta fire department is to assist the Mayor of West Jakarta in carrying out regional authority in the field of fire prevention and prevention, with its function of serving the community in the field of building supervision permits / recommendations in terms of fire prevention and extracting Regional Original Income (PAD) through levies. It requires understanding of all parties that the fire department is not an agency whose job is only to extinguish fires, but behind that many missions are carried out in the context of security, comfort and safety of people, buildings and city services as a whole.

The work pattern of a firefighting agency is an institution that is different from other work units in the regions. This difference can be seen from the work patterns carried out, among others (i) work for 24 hours (City Guard), (ii) requires excellent physical and stamina, (iii) must know various national standards and international standards in the field of fire, (iv) understand knowledge of electricity, buildings, flammable materials, assistance to humans and property, use of technology, and investigations, (v) work based on fixed procedures, (vii) failure to understand and implement the required standard of knowledge will have fatal consequences for firefighters, people, and property to be saved (Eriksen and Hankins 2014). The era of globalization has an impact on all aspects and brings various paradigm changes and business competition, especially with the launching of the AEC. The increasing number of competitors and the high level of competition in all aspects, the human resources in the organization are required to have high knowledge, abilities, motivation and competences, even human resources need to be improved in their field of specialization (Gagné, 2009). Work motivation that exists in a person becomes a frame of reference in realizing a behavior directed at personal goals. This needs to be supported by good work discipline and commitment to all existing regulations and obeying the orders and policies of the organization and leadership so that every employee is able to play an active role in realizing the vision and mission of the organization (Ugboro and Obeng (2000).

In improving the organization of employee commitment, a good organization should look at the level of job satisfaction of employees (Ibrahim et al., 2020; Milanie et al., 2019). The reason why companies should look at the level of job satisfaction of the employees are more satisfied because of an employee in the work at the company where he worked, the higher the employee's desire to contribute to the full to increase company profit by running all over his responsibilities as an employee in the company with wholeheartedly (Ibrahim et al., 2019; Markos and Sridevi, 2010). Employees are valuable assets and not only human resources but human resources, therefore it is very important to maintain their welfare and power as an employee because a company, even though it has good facilities and infrastructure, does not necessarily run well without capable employees. at work and have good work motivation (Ibrahim et al., 2019; Ahmad, 2009).

As one of the governments under the West Jakarta city government, the fire department must always prioritize professionalism in providing services and protection for residents of West Jakarta from fires. The task of the West Jakarta fire department is to assist the Mayor of West Jakarta in exercising regional authority in the field of fire prevention and prevention, with its function of serving the community in the field of building supervision permits / recommendations in terms of fire prevention and extracting Regional Original Revenue through levies. It requires understanding and understanding of all parties that the fire department is not an agency whose job is only to extinguish fires, but behind that many missions are carried out in the context of security, comfort and safety of people, buildings, and city services. The following is a table of recapitulation of West Jakarta city fires from 2017-2019, as seen in Table 1 below:

Table 1. Recapitulation of the Number of Fires handled

Month	Total of Fires			Total of Fires handled		
	2017	2018	2019	2017	2018	2019
January	19	10	8	17	8	7
February	22	12	9	19	9	8
March	14	11	24	11	10	22
April	20	12	20	18	10	19
May	20	8	16	17	8	14
June	50	12	10	48	11	8
July	33	12	31	31	10	28
Augustus	33	9	23	29	7	20
September	12	21	12	10	19	11
October	14	16	18	14	15	16
November	13	14	11	10	11	10
December	10	18	10	8	16	8
<b>Total</b>	<b>260</b>	<b>155</b>	<b>192</b>	<b>232</b>	<b>134</b>	<b>171</b>

Meanwhile, the number of employees in the Riau Province Fire Service can be seen in the Table 2 below:

Table 2. Number of employees at the city Fire Service in 2019

Position	Total of Employee
Head of Department	1
Secretary	1
Head of Subdivision	3
Head of Division	3
Parts	6
Operations Member	134
<b>Total</b>	<b>148</b>

Based on the above descriptions, the current investigation seeks to analyse the effect of job satisfaction, work discipline, motivation, and competency on employee performance: an evidence from Indonesia fire department.

## 2. Methodology

The design of this study is a quantitative approach through a survey questionnaire with a Likert scale. A total of 100 employees have participated in this study and collected using a purposive sampling technique. The data analysed using path regression technique (Partial Least Square) by assisting the prominent statistical software for non-parametric test, namely SPSS. By using the path regression analysis, this study found that job satisfaction, work discipline, motivation, and work competence have a positive and significant relationship with the Fire Department's employee performance at West Jakarta, Indonesia. The conceptual framework of this study as seen in Figure 1 below:

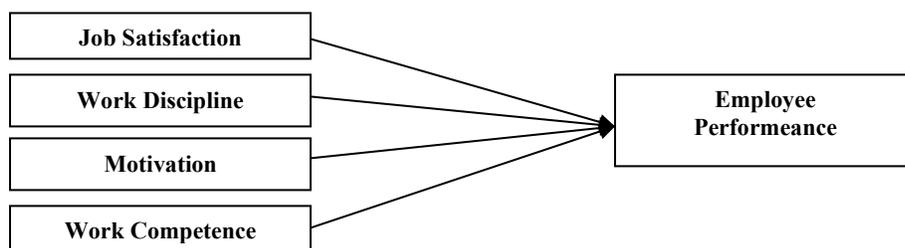


Figure 1. Research Framework

The hypotheses proposed in this research are:

- H1: Job satisfaction significantly employee performance in Fire Department.
- H2: Work discipline significantly employee performance in Fire Department.
- H3: Motivation significantly employee performance in Fire Department.
- H4: Work competence significantly employee performance in Fire Department.

The Job enrichment plans should be managed to make sure that the employee participation is must in the operational decisions (Parker, 1998). The employees should be empowered to achieve the organizational goals within due time. The employees should be enabled in such way so that they can evaluate their performance by themselves without involvement of the others and the higher-level authorities of the company. Also, the employees should be made able to evaluate and then manage their performance accordingly according to their own way and their own standard. That thing will then ultimately enhance their performance because they better about themselves rather than anyone else evaluating them (Arifin et al., 2020; Mayangsari et al., 2020; Arifin et al., 2019). Employee autonomy is also in clash according to some other researcher. According to those who are against the concept of making the employees more enriched, even the employees are more enriched their managers are still responsible for their actions (Boomer et al., 2005).

## 3. Results and Discussion

In this study, reliability testing is used to determine the extent to which measurements can provide results that a relatively the same different (relatively consistent), when repeated measurements are performed do not the same object.

In this study the measurement used the Cronbach alpha technique. The measuring instrument can be said to be reliable if it alpha of more than 0.60. It means the measurement instruments are reliable (see Table 3).

Table 3. The result of measurement scale testing (Alpha Cronbach)

Variable	Alpha Cronbach	Decision
X1 (Job Satisfaction)	0.689	Reliable
X2 (Work Discipline)	0.723	Reliable
X3 (Motivation)	0.760	Reliable
X4 (Work Competence)	0.700	Reliable
Y (Employee Performance)	0.745	Reliable

Table 3 above displays the result of measurement scale by using Alpha Cronbach. By referring the above table, we found that the variable of Job Satisfaction, Work Discipline, Motivation, Work Competence and Employee Performance have the value of Alpha Cronbach higher than 0.60. It means that the measurement scale that used in this study is reliable.

After testing the measurement scale that presented above, in the next section, we reported the result of regression analysis. Before explaining the result of hypotheses testing, first, we start with simultaneous testing. It measured by using ANOVA test through F-Stat. The t test is used to determine the level of significance of the independent variable affecting the dependent variable partially or individually. The basis for decision making is to compare t-count with t-table, with the criteria if t count > t table, or a significance value less than 5 percent then H0 is rejected, and Ha is accepted. The F test using to see the probability value of F-statistic is <0.05, so it has no effect and if the probability value of F-statistic is higher than 5 percent, so it has no effect in our research. We can see in the table, the probability value of t-statistic is <0.05, so it has no effect, and if the probability value of t-statistic is > 0.05, so it has no effect, Results in the Coefficient table are X1(Job Satisfaction) 0.004 (<0.05), X2 (Work Discipline) 0.007 (<0.05), X3 (Motivation) 0.007 (<0.05), and X4 (Work Competence) 0.002 (<0.05), all the result is less than 0.05, so the meaning all variables are partially affected. Then, the probability value of F-statistic is <0.05, so it has no effect and if the probability value of F-statistic is > 0.05, so it has no effect, we can see in the table Results in ANOVA table 0.000 (<0.05), the result is less than 0.05, the meaning we got the variables X1 (Job Satisfaction), X2 (Work Discipline), X3 (Motivation), and X4 (Work Competence) have an effect simultaneously (see Table 4).

Table 4. The result of regression analysis

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-0.118	0.815		-0.145	0.885		
X1 (Job Satisfaction)	0.249	0.084	0.226	2.963	0.004	0.298	3.36
X2 (Work Discipline)	0.313	0.114	0.294	2.753	0.007	0.152	6.599
X3 (Motivation)	0.21	0.076	0.229	2.779	0.007	0.254	3.944
X4 (Work Competence)	0.263	0.084	0.244	3.125	0.002	0.284	3.525
R	0.914 <sup>a</sup>		R Square Change	0.836			
R Square	0.836		F Change	121.271			
Adjusted R Square	0.829		df2	95			
Std. Error of the Estimate	0.558		Sig. F Change	0.000			

Dependent Variable: Y (Job Performance)

Table 4 above captures the hypotheses testing. The result of analysis indicates that job satisfaction has a significant positive effect on employee performance with the value of regression coefficient is 0.249, standard error is 0.084, t-stat is 2.963 and significant at 1 percent. The work discipline has a significant positive effect on employee performance with the value of regression coefficient is 0.313, standard error is 0.114, t-stat is 2.753 and significant at 1 percent. Motivation has a significant positive effect on employee performance with the value of regression coefficient is 0.21, standard error is 0.076, t-stat is 2.779 and significant at 1 percent. Work competence has a significant positive effect on employee performance with the value of regression coefficient is 0.263, standard error is 0.084, t-stat is 3.125 and significant at 1 percent.

#### 4. Conclusion

In line with the purpose of the study, we have successfully analysed the factors that affect employee performance. Also, the four selected variables have a positive and significant effect on employee performance, namely job satisfaction, work discipline, motivation, and work competence. Thus, it is crucial to the government as the primary stakeholder of the public services department to emphasise on job satisfaction, work discipline, motivation, and work competence to increase the employee performance.

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