



## The Effect Of Training And Work Involvement On Performance With Motivation As An Intervening Variable At The Fire And Rescue Service Of Medan City

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**Abstract.** *The population is increasing every year and in line with the increasing number of dwellings in the city of Medan, the Fire and Rescue Service is needed to provide services in terms of creating peace and public order in the fire sub affairs so that the city government needs to pay special attention in improving equipment, facilities and infrastructure that support employees in order to carry out their duties properly. In terms of using the equipment and all facilities provided by the organization to work, employees must first be trained so that skills, knowledge and work attitudes are formed so that employees are able to make maximum use of all facilities. Organizational leaders who have been able to create a work atmosphere where employees' needs are met, considered and their development is supported will increase work involvement, especially employees of the Medan City Fire and Rescue Service in providing services to the community. Employees who are trained and have a high sense of work engagement will consistently show good performance with the support of motivation from the organization such as incentives and policies that facilitate employees in carrying out their duties. Leaders also need to consistently provide direction to members in achieving performance goals because employees will be better able to carry out tasks and challenges in their work. Research conducted in clarifying the influence between training and work involvement on performance through motivation with quantitative methods shows the study findings that training and work involvement have a positive effect on motivation, training and work involvement have a positive effect on performance. Motivation as an intervening variable between training and work engagement on performance has a positive effect. Meanwhile, training and work engagement have no simultaneous influence on motivation.*

*Keywords:* Training, Job Engagement, Motivation, Performance

### INTRODUCTION

Medan City is the third major city in Indonesia. The increasing population affects the number of occupancy and building density in such a large way, of course, it must be accompanied by improved public facilities by the Medan City Government, especially in terms of fire management. The Fire and Rescue Department of Medan City as an implementing element of the government to carry out the task of handling fire problems must certainly get special attention in improving modern equipment, facilities and infrastructure in order to carry out their duties properly.

However, sometimes the existence of modern equipment, facilities and infrastructure that are increasingly developed will actually depend more on the Human Resources (HR) who will carry out the work so that the provision of training programs is an important thing so that human resources are ready to face all aspects of existing changes.

Training seeks to improve employees' knowledge, skills, and good work attitudes in carrying out their duties (Sudiro et al, 2022). Employees who have high abilities in terms of intellectuality and emotionality are not a reference that they are ready to adapt to change, so

that by participating in training it is hoped that employees will be able to keep up with all existing changes, especially in the field of technology or at least have a refreshing impact on the duties and responsibilities they perform.

The Medan City Fire Prevention and Extinguishing Service has the task to assist the Mayor in carrying out government affairs in the field of peace and public order sub-fire affairs with the following details: 1. Prevention, control, extinguishing, rescue, and handling of hazardous and toxic materials of fire within the district/city area. 2. Inspection of fire protection equipment. 3. Fire incident investigation. 4. Community empowerment in fire prevention.

Tasks with a fairly broad scope at the Medan City Fire and Rescue Service and the obligation to provide 7x24 hour services, employees need to maintain performance so as not to get tired of doing their job. Here the role of a leader is also very important to maintain the stability of performance and mental employees so that employees still have a quick response to involve themselves in critical situations.

Leaders who can create a work atmosphere where employees' needs are met, cared for and their development is supported will increase work engagement and service performance (Chen W et al, 2019). The Head of Service and Head of Division must essentially know the needs / facilities needed by members, and must be able to organize and provide information about organizational orientation in order to foster a sense of responsibility for what they are doing so that individuals will naturally want to involve themselves to be smarter and more creative in carrying out their duties.

Work engagement is one of the keys to organizational success. Work engagement is a significant work-related behavior, indicating the extent to which individuals are personally involved with their work. If employees are truly engaged in their work, they can produce good results in their field. Employees will not exhibit truancy, absenteeism and neglect of their duties. Conversely, employees who have low work engagement lead to low productivity at work which can have a negative impact on community services (Sethi A et al, 2016).

Lack of training and employee work engagement will certainly have an impact on poor organizational performance. Performance is a comparison of the evaluation results of the work carried out with predetermined criteria. Performance can be achieved if a person or organization in carrying out tasks can be completed according to the target and the quality of work results and completion time in accordance with what is expected.

All employees of the Medan City Fire and Rescue Service can certainly do their job

well, but that does not mean it can be done consistently. One of the influences so that performance can be carried out consistently is with motivation from the organization. Motivation is things that can cause, channel and support human behavior to want to work hard and enthusiastically to achieve maximum results (Hasibuan, Malayu S.P, 2012). Without motivation, employees will lose enthusiasm in carrying out their duties. Motivation is abstract and does not apply universally to each individual so that the role of the leader to understand these motivational needs is important so that employees continue to have good performance.

**Table 1. Fire Data of Medan City Area in 2021 - 2022**

Numbers	Years	Number of Occurrences	Survivor		
			Soul		Materil
			Wounds	Death	
1	2021	208	27	2	Rp. 30.830.700.000
2	2022	216	9	13	Rp. 54.848.180.000

Source: Internal Data of Fire and Rescue Department of Medan City

Based on Table 1.1. in 2021 there were 208 fire incidents with a total material loss of Rp. 30,830,700,000, - and in 2022 there was an increasing trend of 216 fire incidents with a total material loss of Rp. 54,848,180,000. Fires in 2021 and 2022 predominantly occurred in residential buildings that did not provide a fire protection system, which basically the community did not care about the importance of the fire protection system. The wide coverage area of Medan City makes the socialization of fire disaster prevention cannot be evenly implemented. Currently, the policy carried out by the Fire and Rescue Department of Medan City is to conduct socialization to schools with the hope that in the future children who grow up understand the importance of fire disaster prevention.

Loss statistics increased rapidly in 2023 due to a major fire that occurred at PT Universal Golves (6/12/2023) which is a glove factory in the Patumbak area of Medan city with an estimated loss of Rp. 15,000,000,000- and the cause of the fire is still under investigation. Some factors that allow fires to occur are the storage of flammable materials such as diesel oil that is stored not meeting safety procedures, electrical short circuits and human error. But of course the PT Universal Golves factory does not support fire protection equipment for the fire incident.

Inspection of protection equipment is something that needs to be considered by the Medan City Fire and Rescue Service because basically every factory must have it. However, sometimes it is difficult for employees to inspect factories or companies due to procedures/permits (assignment letters) which are still rejected by companies and employees

also do not impose their will in order to maintain the peace and good name of the organization. Encouragement from the leadership is also influential in this case because basically socialization can be carried out if employees have strong intentions and support from the leadership and if necessary the leadership must make policies that facilitate employees in carrying out their duties. Improving employee performance is important considering the changing direction of government policy and the spirit of reform to provide wider space for the community (Rhena, J et al, 2022).

The increase in material losses due to fires also occurs due to the slow response of the Fire Brigade team to the location of the fire. From the data obtained, 63 times (29%) out of a total of 216 fire incidents, the fire team received news of the fire and arrived at the location in more than 15 minutes. This exceeds the target achievement time as in the Strategic Plan of the Medan City Fire Prevention and Extinguishing Service for 2021-2026 which stipulates the target achievement time for fire response is 15 minutes from the time the team receives fire information. Some of the factors that make the target not achieved are the distance of the fire, traffic jams, roads that are difficult for fire trucks to pass, insufficient cars because there are moments when fires occur in several places at once and lack of awareness from the community such as many cars parking carelessly and people watching fires that actually block fire trucks.

Another factor is that fires become a major disaster because people report fire incidents when the fire has grown and they don't even understand the flow of how to report fire incidents, namely calling the Medan City Fire Department (0811-6566-113) and providing photographic evidence and coordinates through the Whatsapp application. There are also facts in the field that many people do not keep the telephone number of the fire department.

**Table 2. Realization of Fire Apparatus Education and Training (activities) 2016-2020**

Number	Training Year	Training Target/Year	Target Achievement/Year	Annual Achievement Ratio
1	2016	1	0	0
2	2017	1	0	0
3	2018	1	0	0
4	2019	1	1	100%
5	2020	1	0	0

Source: Strategic Plan Document of Medan City Fire Prevention and Extinguishing Service for 2021 to 2026

The Education and Training (Diklat) in question is the continued education of employees from the initial knowledge of firefighting and will be equipped with specialized knowledge regarding rescue from various conditions such as vehicle accidents, building collapses, water rescue, high altitude object rescue, wild animal rescue, B3 and others. However, in 2016-2020 education and training was not carried out for 4 times in 5 years, which is a poor performance report card for the Medan City Fire and Rescue Service. This is due to the leadership's decision to refocus on activities that are considered more important such as handling Covid-19 which began entering Indonesia in 2020. Entering 2021 with the new Mayor, Muhammad Bobby Afif Nasution, S.E. M.M (aka Mr. Bobby) who took office on February 26, 2021 made a Strategic Plan (RENSTRA) for the Fire and Rescue Service of Medan City 2021-2026.

In the 2021-2026 RENSTRA, training is something that is given special attention so that there are outlined challenges and opportunities that are expected to overcome the complexities and problems as well as demands on the implementation of tasks efficiently and effectively accompanied by accountability and professionalism are the ideals and expectations of society. Professionalism and improving the quality of human resources must be carried out with skills training for improving human resources.

**Table 3. Internal Training for Fire Department Employees in 2021-2022**

Number	Type of Training	Number of Participants	
		2021	2022
1	Theory and anatomy of fire	10	10
2	Fire protection system	10	8
3.	Basic Fire Emergency Procedures	12	12
4	Fire fighting practice using fire trucks and water hydrants	24	24
5	Evacuation facilities	12	10
<b>Total</b>		<b>68</b>	<b>64</b>

Source: Fire and Rescue Department of Medan City

Table 3. is an internal training that is routinely carried out every year. The number of employees taking part in training has been regulated by the leadership of the Fire Service and the number of employees decreasing from 2021 to 2022 is a leadership decision by regulating the number of employees taking part in training so that operations are not disrupted.

Training will focus on employees who have not previously participated in it, but there is a possibility that employees who have participated in the training will return to carry out the training so that the number of participants is sufficient to open a training class. Especially for the category of fire fighting practice which has a large number of participants because it is done in groups.

Employees who are ordered to re-participate in the same training will not be enthusiastic because they already understand the material presented. The most visible effect is that during the training, employees will ignore what the trainer is saying and not focus on listening.

**Table 4. Employee Assessment Based on Work Engagement**

Number	Assessment Aspect	Number of Staff (Person)			
		Very High	High	Simply	Lower
1	Have high energy and do not get tired easily	1	1	4	4
2	High enthusiasm in carrying out work	1	3	4	2
3	Focus on work until you lose track of time	6	4	0	0

Based on Table 4. related to the results of the interview, it shows that of the 3 (three) aspects of employee assessment based on work involvement by taking a sample of 10 employees, 6 employees scored very high on the point of focusing on working until they forgot time. According to the field team, they must focus on solving problems when they get reports from the public because for them every report is an emergency. Likewise for employees who are in the office, they are very focused on completing administrative tasks and reports because all data presented must be fast and thorough so as not to cause miss information.

The assessment aspect of having high energy and not getting tired easily is the lowest due to several factors such as work demands that require Fire Service employees to serve 7x24 hours by organizing working hours into 2 (two) shifts, namely morning shift: 8am to 8pm and night shift: 8pm to 8am. Employees who get the night shift are not able to stay awake until morning because psychologically they still think that night hours are rest time and the absence of supporting facilities such as the provision of coffee makers, and roasting machines is felt to be able to increase employee endurance in carrying out their duties.

The assessment of high enthusiasm in carrying out work is not too significant because when employees get a fire report, employees will be enthusiastic about moving quickly to help because it is an emergency. However, some conditions make employees less enthusiastic about carrying out their activities such as frequent false reports or telephone calls from the public, and reports that fire department employees consider unnecessary to involve them because the situation is not emergency such as picking up keys that have fallen in the culvert / ditch. A person's engagement is a physical, cognitive, and emotional expression of self during work. Which means being psychologically present when occupying and carrying out

organizational roles (Kahn, W.A. 1990).

**Table 5. Employee Ratings Based on Factors That Motivate Employees**

Number	Assessment Aspect	Number of Staff (Person)			
		Very High	High	Simply	Lower
1	Good relationship with coworkers and superiors	6	4	0	0
2	Supporting facilities in the workplace are adequate	2	5	3	0
3	Education and training opportunities	1	2	4	3
4	The incentives obtained are in accordance with the needs	0	2	5	3

Based on Table 5. the relationship with colleagues and superiors is very high, indicating that communication between employees is very good and supporting facilities are quite good such as computerized equipment, fire trucks, complete facilities and infrastructure are available and the work environment is always in a clean and tidy condition.

For internal training opportunities provided to employees, it is uneven because the training does not bring material about administration. Internal training carried out only focuses on firefighting activities, for administrative material the Fire Service only waits for Technical Guidance training (Bimtek) which is usually organized by the Ministry of Home Affairs (Kemendagri). Employees who are in a position to receive less training in their field feel that they do not get the opportunity to develop their potential for a career.

In the incentive section, the incentives obtained are in accordance with the needs in the lowest position. Employees think that incentives for all classes of employees can still be increased in order to keep up with inflation every year plus the burden for employees who have family dependents. Incentives are relative because each individual has different needs, but from the results of the interview, it is still felt that employees who work hope that the incentives provided will be further increased so that their motivation to work will be boosted so that the resulting performance will be better. Providing the right incentives can motivate employees because employees feel valued according to their abilities and performance (Puspita et al, 2021).

## **RESEARCH METHODS**

### **Inferential Analysis**

Statistics using SEM analysis based on the objectives of this researcher, the variables analyzed are exogenous constructs, namely performance as variable X and motivation as a mediating variable. Endogenous constructs are training as variable Y1 and work engagement as variable Y2. In this research, what will be tested is how much influence training and work

involvement have on performance with motivation as a mediating variable. By paying attention to the characteristics of the variables to be tested, statistical tests are carried out using the Structural Equation Model (SEM) approach. To test the research hypothesis, the analysis technique used is the Structural Equation Model (SEM) approach which is operated through the Partial Least Square (PLS) program using SmartPLS software (Version: 4.0.9.9). PLS is a component or variance-based structural equation model.

### Statistical Hypothesis

Testing of all hypotheses proposed in this research was carried out using a t-value with a significance level of 0.05. The t-value in the SmartPLS 4.0.9.6 program is the Critical Ratio (CR) value. Analysis of the CR value and P value (p-value) from the results of data processing obtained is then compared with the required statistical limits, namely above  $>1.96$  for the CR value and below  $<0.05$  for the P value. Simultaneously in PLS the Goodness of Fit Index (GOFI) value criteria are used in the combined model that is already fit. If the GOFI value meets the required criteria, it can be said that the hypothesis is simultaneously accepted (Ghozali, 2011). If the results of data processing show values that meet these requirements, then the proposed research hypothesis can be accepted. Discussion on hypothesis testing is carried out in stages according to the order of the proposed hypotheses.

## RESULTS AND DISCUSSION

### Results of Inferential Statistical Analysis

Coefficient of Determination (R-Square)

**Table 6. R-Square Value**

	<b>R-square</b>	<b>R-square adjusted</b>
Performance (Y)	0.660	0.649
Motivation (Z)	0.391	0.379

Source: Data processed with SmartPLS 4.0, 2023

Table 6 shows that the influence of training and work involvement together in shaping performance is 64.9%, the remaining 35.1% is explained by other variables outside the research. Table 5 above also shows that the influence of training and work involvement together in forming motivation is 37.9%, the remaining 62.1% is explained by other variables outside the research. The accuracy of the model from the research data is measured from the relationship coefficient (R2) in the two equations. By using the formula  $R2 \text{ model} = (1-R21) \times (1-R22)$  so that the results of the model accuracy can be seen from the calculations below. The calculation result is 78.2%, meaning that the relationship between the four variables

studied is 78.2% and the remaining 21.8% is explained by other variables.

$$= 1-(1-R21) \times (1-R22) \times (1-R23)$$

$$= 1-(1-0,649) \times (1-0,379)$$

$$= 1-(0,351) \times (0,621)$$

$$= 1-0,21$$

$$= 0,782 \text{ atau } 78,2\%$$

When viewed in each variable, the results of the coefficient of determination show that the dependent variable, namely performance, has a moderate influence and the mediating variable, namely motivation, has a low influence. Thus, the researcher is interested in suggesting further research on leadership style variables and or career development at the Medan City Fire and Rescue Service.

### F-Square Value Results

**Table 7. F-Square Value**

Indicator	Performance (Y)	Work Engagement (X2)	Motivation (Y)	Training (X)
Performance (Y)	-	-	-	-
Work Engagement (X2)	0,286	-	0,107	-
Motivation (Z)	0,118	-	-	-
Training (X)	0,058	-	0,082	-

Source: Data processed with SmartPLS 4.0, 2023

From the output according to table 7. above it can be explained as follows:

- The work involvement variable on performance has an F Square value of 0.286, has a medium effect.
- The work involvement variable on motivation has an F Square value of 0.107, which has a small effect.
- The Motivation variable on performance has an F Square value of 0.118, which has a small effect.
- The training variable on performance has an F Square value of 0.058, which has a small effect.
- The training variable on motivation has an F Square value of 0.082, which has a small effect.

## HYPOTHESIS TESTING RESULTS

### Dirrect Effect

**Table 8. Path Coefficients**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Training (X1) => Motivation (Z)	0,316	0,327	0,126	2,506	0,012
Work Engagement (X2) => Motivation (Z)	0,361	0,354	0,138	2,617	0,009
Training (X1) => Performance (Y)	0,206	0,216	0,094	2,184	0,029
Work Engagement (X2) => Performance (Y)	0,465	0,467	0,075	6,228	0,000
Motivation (Z) => Performance (Y)	0,256	0,248	0,075	3,406	0,001

Source: Data processed with SmartPLS 4.0, 2023

From the test results above, it was found that the linear regression equation was as follows:

$$\text{Model 1 : } Z = 0,914 + 0,316 X_1 + 0,361 X_2 + \epsilon \quad R^2 = 0,366$$

$$\text{Model 2 : } Y = 1,410 + 0,256 Z + \epsilon \quad R^2 = 0,400$$

The multiple linear regression equation model 1 has the following meaning:

- The constant value of 0.914 means that if the training and work involvement variables are 0 (zero), the motivation variable will be at 0.914. Or if there is no influence between the independent variables of training and work involvement, motivation will change.
- If training increases by 1 unit, motivation will increase by 0.316
- Work involvement increases by 1 unit, so motivation will increase by 0.361

The multiple linear regression equation model 2 has the following meaning:

- The constant value of 0.914 means that if the motivation variable is 0 (zero), the performance variable will be at 1.410. Or if there is no influence between the motivation mediation variables, the performance will change.
- If motivation increases by 1 unit, performance will increase by 0.256

## RESULTS OF INDIRECT INFLUENCE AND TOTAL INFLUENCE

**Table 9. Analysis of Indirect Effect Equations**

Path Analysis	Direct Effect	Indirect Effect	Results (DE*IE)
X1 to Y	0,206	0,287	0,0591
X2 to Y	0,465	0,557	0,259

From the results of the calculations above it is concluded:

- The effect of training (X1) on performance (Y) through motivation (Z) =  $0.287 > 0.0591$  (the result of multiplying the direct effect of 0.206 with the indirect effect of 0.287), then the model equation for the indirect effect of training (X1) on performance (Y) through motivation (Z) received.
- Work Involvement (X2) on performance (Y) through motivation (Z) =  $0.557 > 0.259$  (the result of multiplying the direct effect of 0.465 with the indirect effect of 0.557), then the model equation for the indirect effect of work involvement (X2) on performance (Y) through motivation (Z) is accepted.

## **DISCUSSION**

### **The Effect of Training on Motivation (Hypothesis 1)**

Based on data processing from research conducted, it is known that there is an influence between training and motivation. This is because the calculated t value  $>$  t table ( $2.506 > 1.96$ ) or P Values  $<$  0.05 ( $0.012 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if training increases, motivation will also increase.

These results are in accordance with research conducted by Tumi, et all (2021) that training has a positive relationship with employee work motivation. Training is an important element to increase knowledge and skills, which ultimately creates motivation in employees. The same thing was expressed by Pamungkas and Wibowo (2021) who stated that training has an effect on work motivation. This is because employees feel they have gained more skills and knowledge which will later show the effectiveness, productivity and quality of employees in carrying out their duties in serving the community.

### **The Effect of Work Involvement on Motivation (Hypothesis 2)**

Based on data processing from Work Engagement, it is known that there is an influence between Work Engagement and Motivation. This is because the calculated t value  $>$  t table ( $2.617 > 1.96$ ) or P Values  $<$  0.009 ( $0.012 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if work involvement increases, motivation will also increase.

These results are in accordance with research conducted by Muchtadin and Sundry (2023) that work motivation has a positive and strong correlation with work engagement. Motivation tends to reflect inner psychological factors while work involvement is more activity-oriented. Work engagement and motivation are interrelated because they have the

same effect, namely enthusiasm for doing work. However, research (Amal, Meutia, & Diswandi, 2021) reveals that employees with a high level of work involvement will not have a significant influence on motivation, namely involvement in a given task.

### **Effect of Training on Performance (Hypothesis 3)**

Based on data processing from research conducted, it is known that there is an influence between training and performance. The processing results of the calculated T value  $> t$  table ( $2.184 > 1.96$ ) or P Values  $< 0.05$  ( $0.029 < 0.05$ ), so that  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if training increases, performance will also increase.

These results are in accordance with research conducted by Fitri, et all (2023) that simultaneous and partial job training has an influence on performance. Training material that is given repeatedly has an unenthusiastic effect on employees and makes the objectives of the training inappropriate. Wayan Sujana (et.all. 2017) expressed the same thing: training has a positive effect on performance. Where the more often employees participate in training, the higher the performance they produce. However, the quantity of training is not a factor that must be focused on, but rather quality material that truly provides new knowledge and skills for employees will be more appropriate for achieving the training targets.

### **The Effect of Work Involvement on Performance (Hypothesis 4)**

Based on data processing from Work Engagement, it is known that there is an influence between Work Engagement and Performance. This is because the calculated t value  $> t$  table ( $6.228 > 1.96$ ) or P Values  $< 0.05$  ( $0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if work involvement increases, performance will also increase.

These results are in accordance with research conducted by Farida and Hadjat Hendarsjah (2022) that work involvement has a significant effect on performance. Employees who have high work involvement indicate strong motivation to complete tasks so that they will also produce high performance. The same thing was expressed by Dusauw (et.al.) 2012 where work involvement had a positive and significant effect on employee performance. In order to improve employee performance, the Medan City Fire and Rescue Service must provide support and space so that employees can fully concentrate on carrying out their duties well.

### **The Effect of Motivation on Performance (Hypothesis 5)**

Based on the data processing carried out on Motivation, it is known that there is an influence between Motivation and Performance. This is because the calculated  $t$  value  $>$   $t$  table ( $3.406 > 1.96$ ) or  $P$  Values  $<$   $0.05$  ( $0.001 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if motivation increases, performance will also increase.

These results are in accordance with research conducted by Febrianti, et all (2021) that motivation influences employee performance improvement. Motivation increases the effect of employee independence in finding complex work problems so that work can be completed well. The same thing was expressed by Rizali & Putri (2022) where motivation had a positive and significant effect on employee performance. Employees who get good motivation will make them improve their performance.

### **Simultaneous Influence of Training and Work Involvement on Motivation (Hypothesis 6)**

In developing several research references on the relationship between the influence of training and work involvement on motivation, it was found that from the results of data processing there was no simultaneous influence between training and work involvement on motivation. Because  $F_{count} < F_{Table}$  ( $29.44 < 30.99$ ). Regarding work involvement, research by Jufrizen (2022) shows conditions where work involvement is not able to increase work motivation significantly.

Each of the training and work involvement variables is better able to partially explain the motivation variable as in Asih Niati's (et.al.) 2022 research explaining that work involvement has a positive and significant effect on work motivation. And in Yuyun Yuniar's (et.all) 2017 research, Darmawan explained that training has a positive and significant influence on motivation.

### **The Effect of Training on Performance Through Motivation (Hypothesis 7)**

Based on data processing from the training carried out, it is known that there is an influence between Training and Performance through Motivation. This is because the calculated  $t$  value  $>$   $t$  table ( $2.023 > 1.96$ ) or  $P$  Values  $<$   $0.009$  ( $0.043 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if training through motivation increases, performance will also increase.

These results are in accordance with research conducted by Novrizar and Saryadi, et al (2019) that training has an influence on performance through motivation. With training carried out regularly, employees will immediately improve their performance without having to pay special attention to employee work motivation. The skills obtained from the training need to be stimulated in the form of motivational encouragement from the leadership in order to produce good performance. As is the case with research from Fauzi (et.all., 2022) which reveals that job training on performance mediated by encouragement has positive and significant value.

### **The Effect of Work Involvement on Performance Through Motivation (Hypothesis 8)**

Based on data processing from work engagement carried out, it is known that there is an influence between Work Engagement on Performance through Motivation. This is because the calculated t value  $>$  t table ( $2.092 > 1.96$ ) or P Values  $<$  0.009 ( $0.037 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. A positive coefficient value means the influence is positive, that is, if work involvement through motivation increases, performance will also increase.

These results are in accordance with research conducted by Suwarno, et all, and Saryadi, et all (2021) that motivation can mediate work engagement on performance. Employees who have high work involvement are able to work optimally so that performance can be achieved, but the energy of each individual is different so they need motivational support to be able to consistently carry out their duties. However, it is different from the research results from Sri Zuwefa (2023) that motivation is not able to mediate between work engagement and performance.

## **CONCLUSION**

Chapter V explains the results of research conducted on employees of the Medan City Fire and Rescue Service on the influence of training and work involvement on performance through motivation. The entire empirical model was tested using the Structural Equation Model (SEM) technique using Partial Least Square (PLS) and the results were in accordance with theory and previous research with the following conclusions:

- Training has a positive effect on motivation, the totality of the organization providing facilities to support the training process is a plus because the organization really pays attention and provides appropriate steps to budget for the implementation of training with complete facilities considering that the practice of extinguishing fires has quite economical costs. By holding quality training, employees can be truly trained so that

there will be an effect of showing a change in attitude from new to better when applied at work. The main thing for the Medan City Fire and Rescue Service is carrying out tasks in the field regarding firefighting with the aim of creating peace and public order so that the organization really focuses on providing training on firefighting practices every year. However, organizations must take into account training for teams working in administration so that employees feel they have the opportunity to develop their career potential. Each part of the job has its own challenges that require employees to be truly trained. Trained employees will certainly have a lot of knowledge, thereby encouraging employee motivation to do something to find the best solution to every challenge they face.

- Work Engagement has a positive effect on Motivation. From the results of research and observations, Medan City Fire and Rescue Service employees consistently act quickly and readily to receive every report from the public because employees consider all reports to be emergency in nature. Dedication to work needs to be developed so that employees can always be enthusiastic in carrying out their duties and this can be supported by comfortable working conditions for employees to carry out their activities well. Dedication to carrying out work will give the effect of someone feeling challenged in carrying out the tasks at hand, but there are employees who do not have a sense of dedication in the true sense, such as when employees do not have a high sense of enthusiasm in carrying out their work when receiving non-emergency fire rescue reports because considers that this work can be carried out without having to involve a team from the Medan City Fire and Rescue Service. This is not in accordance with the 2021-2026 RENSTRA of the Medan City Fire Prevention and Extinguishing Service which states that non-fire rescue is one of the priority programs that needs to be implemented.
- Training has a positive effect on performance. The training carried out has the effect of increasing employee knowledge, especially for newly joined employees. Employees who have worked for a long time in an organization need refresher training on how to interact and develop themselves. From the analysis carried out, training makes employees have the abilities and skills in the employee's field of work so that employees are able to work well. However, the factor that employees have the ability and skills in the field of work is because from the research results obtained by members of the Medan City Fire and Rescue Service, it is dominated by employees aged 46 years

and over who have sufficient experience to work, so this was one of the previous leadership's considerations for refocusing. the target of education and training for fire extinguishers in the Strategic Plan for the Medan City Fire and Rescue Service for 2016 to 2020 to more important programs.

- Work Engagement has a positive effect on Performance. One of the things that is quite good about the Medan City Fire Department is that the employees have a high level of appreciation, work with full concentration so that they often lose awareness of time when working to complete the task at hand. Concentration will provide better work results so that it can contribute to progress and development for the organization. Work involvement is a condition that is consistently implemented by employees in providing work results, so that organizations only need to monitor the quality of work results so that they can contribute to progress and development for the organization.
- Motivation has a positive effect on performance. As the center of the City Fire and Rescue Service in the Medan city area, the organization has been able to create comfortable working conditions and facilities for employees to carry out complete work are provided. The environment and facilities make employees more motivated so that employees can provide work results in accordance with organizational goals. The motivation that employees get from the environment must include the motivation provided by the leadership which aims to form the employee's mentality so that employees will be able to carry out unexpected tasks and challenges when carrying out tasks.
- Simultaneous training and job involvement cannot influence motivation. In this case, the Medan City Fire and Rescue Service, in increasing employee motivation which ultimately makes employees produce better performance, can focus on carrying out training or increasing work involvement partially. This will make the target of increasing employee motivation more focused because employees will be better able to improve their knowledge and skills if the training material provided is of good quality and in practice employees must be able to create a sense of work involvement in order to motivate them to provide maximum work results.
- Training has a positive effect on Performance through Motivation. From the research results, the training carried out by the Medan City Fire and Rescue Service is of good quality, but the number of fires occurring in the city of Medan continues to increase. The reason is because when on duty in the field, vehicles are often found parked

haphazardly, which slows down employees' response time to the fire scene, the target of which is no more than 15 minutes. One of the reasons for the increasing level of fire losses is due to large fires occurring in companies that do not prepare maximum firefighting protection equipment. This problem has actually been anticipated by the fire brigade's task of preventing fires with outreach activities, but the results have not been optimal. Training on soft skills regarding communication and technological developments is very necessary so that employees are able to communicate well and develop ideas to pursue socialization targets in the city of Medan, which covers a fairly large area. However, support from leadership to provide motivation is also important, as well as the implementation of regulations by the government to make it easier for employees to carry out their duties more freely so that employees are willing and motivated to provide work results in accordance with organizational goals.

- Work Engagement has a positive effect on Performance through Motivation. From the research results, employees of the Medan City Fire and Rescue Service have not been able to provide the energy to work consistently for a long time. Like employees who get the night shift, they are not fully able to stay awake until their work hours are finished because they feel tired. Work engagement can be increased with motivational support, such as employees who get a night shift schedule will get more incentives according to the merits of the employee's work involvement. This can encourage employee enthusiasm to provide better services to the community.

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