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The Influence of Training and Work Facilities on Performance Improvement Mediated By Motivation: A Case Study at The Fire and Rescue Department of Bandung Regency

Muhammad Lutfiansyah[1], Nurul Hermina[2]
[1]Universitas Widyatama, Bandung, Indonesia, muhammad.lutfiansyah@widyatama.ac.id
[2]Universitas Widyatama, Bandung, Indonesia, nurul.hermina@widyatama.ac.id

Corresponding Author: muhammad.lutfiansyah@widyatama.ac.id.[1]

Abstract: This study aims to analyse the effect of training and work facilities on improving performance mediated by work motivation at the Bandung Regency Fire and Rescue Service. This research is motivated by the low achievement of officer response time in meeting minimum service standards. The research method used is a quantitative approach with path analysis techniques. The population in this study amounted to 108 people, and all were sampled through the census technique. The results showed that training has a positive and significant effect on performance and work motivation. Work facilities have a significant effect on work motivation, but do not show a direct effect on improving performance. Work motivation proved to be a significant mediating variable in bridging the effect of training and work facilities on performance. These findings suggest that improving organisational performance depends not only on technical aspects, but also on psychological factors such as work motivation. Therefore, an integrated human resource development strategy is needed, including relevant training, provision of adequate work facilities, and systematic efforts to increase employee motivation.

Keyword: Training, Work Facilities, Work Motivation, Performance, Fire And Rescue

INTRODUCTION

An organisation is a system consisting of various elements and subsystems, of which humans are the most important subsystem (Winardi, 2018). In achieving organisational goals, competent human resources (HR) play an important role. Even when facilities are adequate, without superior human resources, organisational goals are difficult to achieve. For this reason, organisations need to carry out continuous HR development so that employees have the appropriate competence and work motivation (Kurniawati, 2020). One of the HR development strategies is training, which functions to improve skills, knowledge, and work efficiency (Suratman & Eka Eriyanti, 2020). Training is important to ensure employees are able to adapt to changes and new job demands (Priansa, 2017). In addition, work facilities also contribute greatly to supporting performance. Adequate physical and non-physical facilities create a work environment that is conducive, safe, and supports productivity (Suhelayanti et al., 2020).

The Fire and Rescue Service of Bandung Regency is one of the agencies that prioritises fast and responsive service to fires. Based on the minimum service standards (SPM) from

Permendagri No. 114 of 2018, the maximum response time is 15 minutes. However, the average response time in 2024 is still 16.81 minutes or only 65.29% of the target (Renstra & LKIP Disdamkar, 2024). This is an indicator of the need for performance improvement. The Minimum Service Standard set in accordance with the Regulation of the Minister of Home Affairs Number 114 of 2018 for the Fire and Rescue Service is 15 minutes, meaning that officers must be present and provide fire fighting services within a maximum of 15 minutes from the time the fire news is received. Based on the 2023 fire management report (651 incidents with an average of 54 incidents per month), the number of Disdamkar response time achievements has reached 87.25%, but in terms of average response time achievements, a value of 16.81 minutes was obtained.

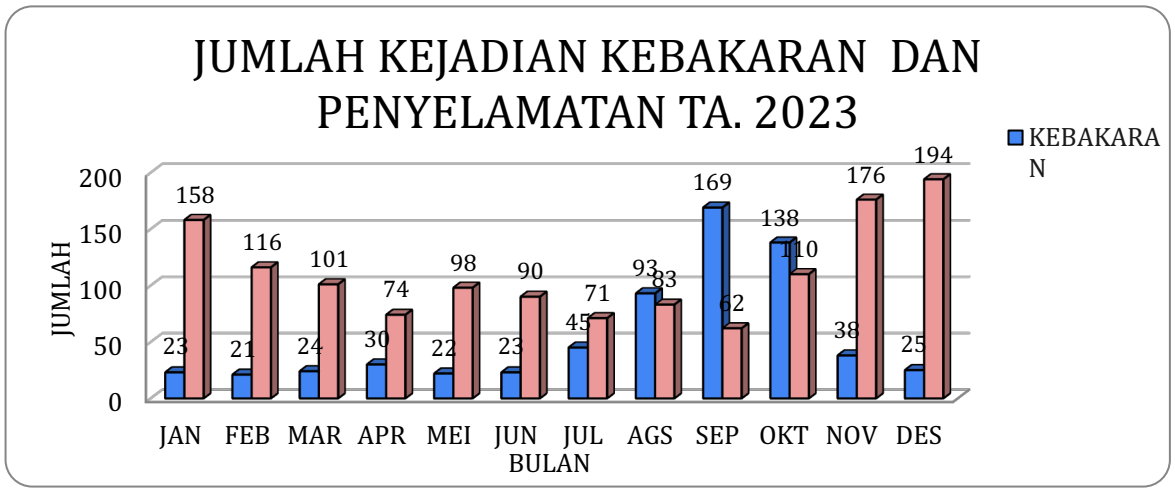

Figure 1 Graph of Number of Fires and Rescue Evacuations in 2023

In order to support the main tasks and functions of the Fire and Rescue Service, human resource development is needed, namely by providing opportunities and opportunities for Fire and Rescue apparatus to improve their skills, knowledge, and motivation in achieving organisational goals. The development carried out by the Fire and Rescue Service organisation will directly or indirectly affect the performance of the Organisation. A pre-survey of 108 officers showed that although 100% stated that training was relevant, only 23.15% felt that work facilities were adequate. In fact, 97.22% expressed the need for additional infrastructure. Other results also showed that work motivation varied, with only around 50% of respondents feeling that supervisors' instructions were easy to understand or that the workload was within capacity. Thus, motivation was raised as a mediating variable to determine whether training and work facilities affect performance through increased motivation.

Theoretical studies support that training and work facilities are closely related to work motivation, according to Alderfer's ERG theory, which includes existence, relatedness, and growth needs. In addition, several previous studies have shown mixed results regarding the relationship between training, work facilities, motivation and performance (Beta Asteria, 2021; Dedy Novrizal, 2024; Novita Syahidah Sari, 2024; Helzulmita Oki, 2024). The variation in results shows the importance of further research, especially in the public sector such as the fire department.

Thus, this study was conducted to analyse the effect of training and work facilities on improving organisational performance through work motivation, especially in the Bandung Regency Fire and Rescue Service. Based on this background, the problem formulation in this study is as follows:

1. What is the description of training, work facilities, motivation, and performance in the Fire and Rescue Service of Bandung Regency?

2. How does training affect performance improvement?
3. How does work facilities affect performance improvement?
4. How does training affect work motivation?
5. What is the effect of work facilities on work motivation?
6. How does training affect performance improvement through work motivation?
7. How does work facilities affect performance improvement through work motivation?
8. How does motivation affect performance improvement?

METHOD

This research is a quantitative study with an explanatory approach, which aims to explain the causal relationship between training, work facilities, work motivation, and organisational performance. The research was conducted in 2024-2025 at the Fire and Rescue Service of Bandung Regency. The analysis method used in this research is multiple linear regression analysis. The population in this study were all field officers totalling 108 people, and because the number was relatively small, the entire population was sampled using the census technique. Data were collected using a Likert scale-based closed questionnaire, which was prepared based on theoretical indicators and had gone through validity and reliability tests.

The analysis technique used is path analysis to see the direct and indirect effects between variables. Before the analysis is conducted, the data is tested with classical assumption tests such as normality, multicollinearity, and heteroscedasticity. Hypothesis testing is done with t test, F test, and coefficient of determination (R^2) test, while the mediating role of motivation is tested with Sobel test. This research is expected to provide an empirical picture of the contribution of training and work facilities to improving organisational performance, both directly and through work motivation as a mediating variable.

RESULTS AND DISCUSSION

Instrument Test Results

1. Validity Test

Table 1. R hitung Variable X1

Pertanyaan	Rhitung	Rtabel	Keputusan
X1.1	0.632	0.207	Valid
X1.2	0.700	0.207	Valid
X1.3	0.765	0.207	Valid
X1.4	0.718	0.207	Valid
X1.5	0.667	0.207	Valid
X1.6	0.646	0.207	Valid
X1.7	0.632	0.207	Valid
X1.8	0.688	0.207	Valid

Source: Researcher's data, 2025

Based on the calculation results, all items in variable X1 have a correlation value (r count) greater than r table (0.207), which is between 0.632 to 0.765. This shows that each item has a strong enough relationship with the total score of variable X1. In other words, all questions on variable X1 are valid because they are able to measure the same thing consistently. High validity indicates that the items are suitable for use in the research questionnaire.

Table 2. R hitung Variable X2

Pertanyaan	Rhitung	Rtabel	Keputusan
X2.1	0.821	0.207	Valid
X2.2	0.833	0.207	Valid
X2.3	0.722	0.207	Valid
X2.4	0.662	0.207	Valid
X2.5	0.815	0.207	Valid
X2.6	0.724	0.207	Valid

Source: Researcher's data, 2025

All 6 items in variable X2 have a calculated r value between 0.662 to 0.833, and all are greater than the r table of 0.207. This shows that each question on X2 has a strong relationship with the total score of the construct, so all items can be declared valid.

Table 3. R hitung Variable Z

Pertanyaan	Rhitung	Rtabel	Keputusan
Z.1	0.737	0.207	Valid
Z.2	0.692	0.207	Valid
Z.3	0.772	0.207	Valid
Z.4	0.701	0.207	Valid
Z.5	0.756	0.207	Valid
Z.6	0.762	0.207	Valid

Source: Researcher's data, 2025

Similarly, on variable Z, the six items show r counts ranging from 0.692 to 0.772, all of which are also greater than the r table of 0.207. This indicates that all items on Z are also valid and have a positive contribution in forming the overall Z construct. Thus, no items need to be deleted as they all fulfil the validity criteria.

Table 4. R hitung Variable Y

Pertanyaan	Rhitung	Rtabel	Keputusan
Y.1	0.731	0.207	Valid
Y.2	0.693	0.207	Valid
Y.3	0.729	0.207	Valid
Y.4	0.679	0.207	Valid
Y.5	0.771	0.207	Valid
Y.6	0.592	0.207	Valid

Source: Researcher's data, 2025

Based on the calculation results in Table 4, all six items on variable Y have a calculated r value ranging from 0.592 to 0.771, and all are greater than the r table value of 0.207. This indicates that each item has a strong enough relationship with the total score of variable Y, so all items can be said to be valid. Thus, there are no items that need to be revised or deleted because all items have met the requirements of construct validity.

2. Reliability Test

Table 5. Crobanch's Alpha

Variabel	Crobanch's Alpha	Keputusan
X1	0.831	Reliabel
X2	0.857	Reliabel
Z	0.822	Reliabel
Y	0.789	Reliabel

Source: Researcher's data, 2025

Based on the reliability test results in Table 5, all research variables have a Cronbach's Alpha value above 0.70, namely X1 = 0.831, X2 = 0.857, Z = 0.822, and Y = 0.789. This shows that all variables have a good level of internal consistency and can be said to be reliable. These values are in the high reliability category according to (Hair et al., 2014), which states that a Cronbach's Alpha value ≥ 0.70 indicates that the variable has sufficient reliability and can be trusted to be used in further analysis.

Classical Assumption Test Results

1. Residual Normality Test Results Model 1

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.72747486
Most Extreme Differences	Absolute	.080
	Positive	.080
	Negative	-.060
Test Statistic		.080
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Figure 1. Output of Kolmogorov-Smirnov Residual Normality Test Model 1
Source: Researcher's data, 2025

Based on the results of the residual normality test using the Kolmogorov-Smirnov Test displayed in Figure 1, it is known that the Asymp. Sig. (2-tailed) = 0.200, which is greater than the 0.05 significance level. This indicates that there is no significant difference between the residual distribution and the normal distribution. Thus, it can be concluded that the residuals from model 1 are normally distributed, so the normality assumption of model 1 is met.

2. Multicollinearity Test Results Model 1

Table 6. Multicollinearity Test Model 1

Variabel Independen	Tolerance	VIF
X1	0.717	1.395
X2	0.717	1.395

Source: Researcher's data, 2025

Based on the multicollinearity test results shown in Table 6, it is known that the Tolerance value for variables X1 and X2 is 0.717, and the VIF value is 1.395 respectively. A tolerance value greater than 0.10 and a VIF value smaller than 10 indicates that there is no multicollinearity between the independent variables in the regression model. This means that X1 and X2 do not have a strong linear relationship with each other, so they should be included simultaneously in the regression model without causing bias or distortion of the regression coefficient estimates.

3. Heteroscedasticity Test Results Model 1

Table 7. Glejser Heteroscedasticity Test Model 1

Variabel Independen	*t-value*	*P-value*
X1	-1.732	0.087
X2	-1.146	0.255

Source: Researcher's data, 2025

Glejser test is one of the methods to detect heteroscedasticity, which is a condition when the variance of the residuals is not constant at each predictor value in linear regression. In this test, if the p-value is greater than 0.05, it can be concluded that there are no symptoms of heteroscedasticity. Based on Table 7, the Glejser test results in Model 1 show that variable X1 has a p-value = 0.087 and X2 has a p-value = 0.255. Since both p-values are greater than the significance level of 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model. Thus, the classical assumption of residual homoscedasticity is fulfilled.

4. Hasil Uji Normalitas Residual Model 2

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.78392613
Most Extreme Differences	Absolute	.086
	Positive	.044
	Negative	-.086
Test Statistic		.086
Asymp. Sig. (2-tailed)		.097[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Figure 2. Output of Kolmogorov-Smirnov Residual Normality Test Model 2
Source: Researcher's data, 2025

Based on the results of the residual normality test in model 2 using the Kolmogorov-Smirnov Test displayed in Figure 2, it is known that the Asymp. Sig. (2-tailed) = 0.097, which is greater than the 0.05 significance level. This indicates that there is no significant difference between the residual distribution and the normal distribution. Thus, it can be concluded that the residuals from model 2 are normally distributed, so the normality assumption of model 2 is met.

5. Multicollinearity Test Results Model 2

Table 8. Multicollinearity Test Model 2

Variabel Independen	Tolerance	VIF
X1	0.250	3.995
X2	0.647	1.545
Z	0.227	4.414

Source: Researcher's data, 2025

Based on Table 8, the multicollinearity test results show that variable X2 has a Tolerance value = 0.647 and VIF = 1.545, which indicates no indication of multicollinearity. Similarly, the variables X1 and Z have a Tolerance value = 0.250 and 0.227, respectively, and VIF = 3.995 and 4.414. NTable 8. Multicollinearity Test Model 2.

6. Heteroscedasticity Test Results Model 2

Table 9. Glejser Heteroscedasticity Test Model 2

Variabel Independen	*t-value*	*P-value*
X1	-0.556	0.579
X2	1.359	0.178
Z	0.298	0.767

Source: Researcher's data, 2025

The results of the Glejser heteroscedasticity test in Table 9 show that all independent variables (X1, X2, and Z) have a p-value > 0.05, which is 0.579; 0.178; and 0.767, respectively. This indicates that no variable has a significant effect on the absolute value of the residual, so it can be concluded that model 2 does not experience heteroscedasticity problems. Thus, the classical assumption of constant residual variance (homoscedasticity) is met, and the model is suitable for regression estimation without special correction.

Verification Analysis
1. Multiple Linear Regression Test
Model 1

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	-4.299	1.273		-3.377	.001		
	Total_X1	.659	.049	.796	13.511	.000	.717	1.395
	Total_X2	.141	.056	.150	2.539	.013	.717	1.395

a. Dependent Variable: Total_Z

Figure 3. Output Model Regresi Linear Berganda 1
Source: Researcher's data, 2025

$$Z = -4.299 + 0.659X1 + 0.141X2 \quad (1)$$

In Model 1, regression analysis was conducted to see the effect of Training (X1) and Work Facilities (X2) on Work Motivation (Z). The results show that the regression coefficient for the Training variable is 0.659, which means that every one unit increase in the training score will increase work motivation by 0.659 units, assuming other variables remain constant. Meanwhile, Work Facilities has a regression coefficient of 0.141, which indicates that each one unit increase in work facilities will increase work motivation by 0.141 units. Thus, it can be concluded that Training provides a greater influence than Work Facilities on increasing work motivation.

Model 2

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	-.700	1.404		-.499	.619		
	Total_X1	.478	.089	.599	5.367	.000	.231	4.322
	Total_X2	.019	.060	.021	.322	.748	.667	1.498
	Total_Z	.270	.111	.280	2.428	.017	.217	4.616

a. Dependent Variable: Total_Y

Figure 4. *Multiple Linear Regression Model Output 2*
Source: Researcher's data, 2025

$$Y = -0.700 + 0.478X1 + 0.019X2 + 0.270Z \quad (2)$$

Furthermore, in Model 2, an analysis was conducted to determine the effect of Training (X1), Work Facilities (X2), and Work Motivation (Z) on Performance Improvement (Y). The analysis results show that Training has a regression coefficient of 0.478, which means that every one unit increase in training will increase performance by 0.478 units. Work Facilities have a very small effect with a coefficient of 0.019, indicating that their contribution to performance tends to be weak. Meanwhile, Work Motivation has a coefficient of 0.270, indicating that a one unit increase in work motivation will have an impact on improving performance by 0.270 units. Thus, in this model, Training remains the variable with the strongest influence on improving

performance, followed by Work Motivation, while Work Facilities make the smallest contribution.

2. Determination Coefficient Test (R^2)

Table 10. Determination Coefficient Test (R^2)

Model	R^2
1	0.783
2	0.752

Source: Researcher's data, 2025

In Model 1, the R^2 value of 0.783 indicates that 78.3% of the variation in the Work Motivation variable (Z) can be explained by the Training (X1) and Work Facilities (X2) variables. This means that the combination of the two independent variables has a very good predictive ability of work motivation, while the remaining 21.7% is explained by other factors outside the model. While in Model 2, the R^2 value of 0.752 indicates that 75.2% of the variation in the Performance Improvement variable (Y) can be explained by Training (X1), Work Facilities (X2), and Work Motivation (Z). This indicates that the three variables together make a major contribution in explaining variations in performance improvement, with the remaining 24.8% explained by other variables not included in the model.

3. Correlation Coefficient Test

Table 11. Correlation Coefficient Test

Model	R
1	0.885
2	0. 867

Source: Researcher's data, 2025

In Model 1, the R value of 0.885 indicates that there is a very strong relationship between the Training (X1) and Work Facilities (X2) variables simultaneously on Work Motivation (Z). This value is close to 1, which indicates that when both independent variables increase, work motivation tends to increase consistently. While in Model 2, the R value of 0.867 also indicates a very strong relationship between Training (X1), Work Facilities (X2), and Work Motivation (Z) to Performance Improvement (Y). This means that together, the three independent variables have a high strength of relationship to the dependent variable, namely performance improvement.

Hypothesis Test

1. Simultaneous Test (F)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	960.433	2	480.216	157.305	.000[b]
	Residual	265.591	87	3.053		
	Total	1226.024	89			

a. Dependent Variable: Total_Z

b. Predictors: (Constant), Total_X2, Total_X1

Figure 5. *F Test Output Model 1*

Source: Researcher's data, 2025

The F test on Model 1 shows that the regression model consisting of Training (X1) and Work Facilities (X2) variables simultaneously have a significant effect on the Work Motivation variable (Z). This is indicated by the F value of 157.305 with a significance of 0.000, which is far below the α = 0.05 limit.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	856.102	3	285.367	86.970	.000[b]
	Residual	282.184	86	3.281		
	Total	1138.286	89			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_Z, Total_X2, Total_X1

Figure 6. *F Test Output Model 2*
Source: Researcher's data, 2025

The F test in Model 2 shows that the Training (X1), Work Facilities (X2), and Work Motivation (Z) variables together have a significant effect on Performance Improvement (Y). This can be seen from the F value of 86,970 with a significance value of 0.000, which indicates that the regression model as a whole is able to explain changes in the dependent variable significantly.

2. Partial Test (t)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-4.299	1.273		-3.377	.001		
	Total_X1	.659	.049	.796	13.511	.000	.717	1.395
	Total_X2	.141	.056	.150	2.539	.013	.717	1.395

a. Dependent Variable: Total_Z

Figure 7. *Model 1 t-test output*
Source: Researcher's data, 2025

Based on the results of the t-test in Model 1, it is obtained that Training (X1) has a regression coefficient of 0.659 with a significance value of 0.000. This value indicates that Training has a significant effect on Work Motivation (Z), so hypothesis H3 can be accepted. Similarly, Work Facilities (X2) has a regression coefficient of 0.141 with a significance value of 0.013, which is also smaller than 0.05. Thus, Work Facilities are proven to have a significant effect on Work Motivation, so hypothesis H4 can be accepted. Therefore, the two independent variables in this model partially have a significant influence on employee work motivation.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	-.700	1.404		-.499	.619		
	Total_X1	.478	.089	.599	5.367	.000	.231	4.322
	Total_X2	.019	.060	.021	.322	.748	.667	1.498
	Total_Z	.270	.111	.280	2.428	.017	.217	4.616

a. Dependent Variable: Total_Y

Figure 8. *Model 2 t-test output*
Source: Researcher's data, 2025

In Model 2, Training (X1) shows a regression coefficient of 0.478 with a significance value of 0.000. This shows that Training has a significant effect on Performance Improvement (Y), so hypothesis H1 can be accepted. Meanwhile, Work Facilities (X2) has a coefficient of 0.019 with a significance value of 0.748, which is far above the 0.05 significance limit. This means that Work Facilities do not significantly affect Performance Improvement, so hypothesis H2 is rejected. On the other hand, Work Motivation (Z) has a regression coefficient of 0.270 with a significance value of 0.017, which shows a significant effect on Performance Improvement. Therefore, hypothesis H7 is accepted. These results indicate that Training and Work Motivation have an important role in improving employee performance, while Work Facilities are not proven to have a significant direct effect on performance in this model.

3. Sobel Test

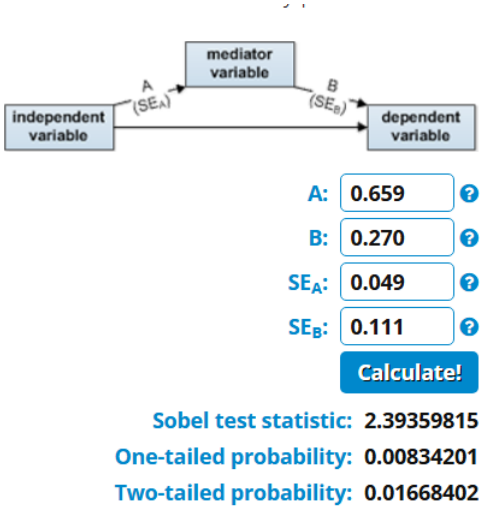

Figure 9. Sobel Test Variable X1

Sobel test results show that the indirect path from Training (X1) through Work Motivation (Z) to Performance Improvement (Y) is statistically significant, because the p value = 0.0167 < 0.05. This means that Work Motivation acts as a significant mediator in the relationship between Training and Performance. Meanwhile, the significance value for the direct path Training → Performance is 0.0802, which is above 0.05, so it is not significant. This condition indicates that the effect of Training on Performance is fully mediated by Work Motivation (full mediation). In other words, Training no longer has a direct effect on Performance Improvement if Work Motivation is included as a mediator, and the entire effect occurs indirectly through increased motivation.

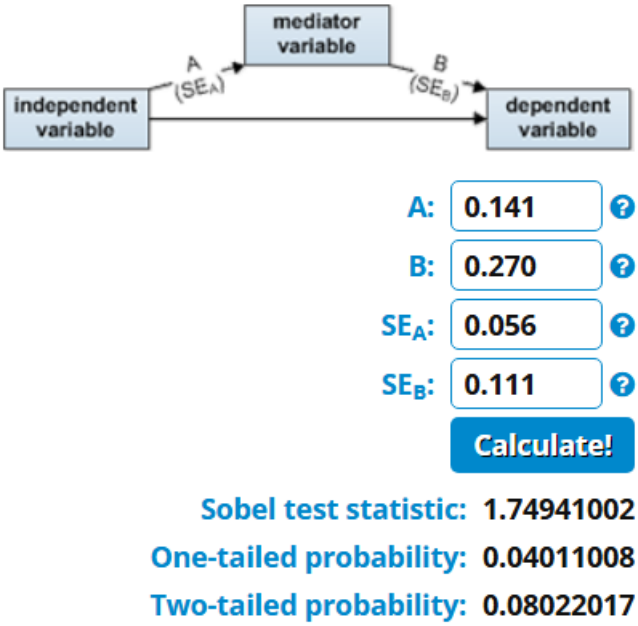

Figure 10. Sobel Test Variable X2

Based on the Sobel test results, the p value = 0.0802, which is greater than 0.05). This indicates that the indirect effect of Work Facilities on Performance Improvement through Work Motivation is not strongly significant. This means that Work Motivation has not been convincingly proven to mediate the relationship between Work Facilities and Performance, although there is a weak indication that a mediating effect may exist. Thus, hypothesis H6 cannot be fully accepted at the 5% significance level.

CONCLUSION

Based on the results of the Sobel test, the p value = 0.0802, which is more Based on the formulation of the problem and the findings of the results of data analysis with multiple linear regression analysis approaches, it can be concluded that:

1. In general, the training provided has been quite good, work facilities are available although not fully optimal, employee motivation is relatively high, and employee performance shows positive results. This reflects a strong foundation in human resource development, although there is still room for improvement, particularly in the provision of work facilities.
2. Training has a positive and significant effect on performance improvement. The more intensive and relevant the training provided, the higher the resulting performance. This is in line with the measurement where Hypothesis H1 is accepted.
3. Work facilities do not have a significant effect on improving employee performance. This indicates that the presence or quality of work facilities alone is not yet sufficient to directly drive performance. This finding supports the measurement result where Hypothesis H2 is rejected.
4. Training has a significant effect on work motivation. Well-designed and structured training enhances employee enthusiasm and commitment in carrying out their tasks. This supports the measurement result where Hypothesis H3 is accepted.
5. Work facilities significantly influence work motivation. Adequate facilities create comfort in the workplace, which in turn boosts employee motivation. This aligns with the measurement result where Hypothesis H4 is accepted.
6. Work motivation significantly mediates the effect of training on performance improvement. When motivation is included in the model, the direct effect of training on

performance becomes insignificant, indicating full mediation. This supports the result where Hypothesis H5 is accepted.

7. The indirect effect of work facilities on performance improvement through work motivation is not significant at the 5% level, but shows a weak mediation trend at the 10% level. This indicates an initial tendency that motivation may serve as a mediator, though not strong enough. This corresponds to the measurement where Hypothesis H6 is not strongly accepted.
8. Work motivation has a positive and significant effect on performance improvement. Employees with high motivation tend to demonstrate better performance in carrying out their tasks. This is consistent with the result where Hypothesis H7 is accepted.

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