

The Influence Of Training, Competence, Teamwork, And Organizational Commitment On Employee Performance In The South Labuhanbatu Regency Fire Department

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Abstract

This study aims to determine whether the influence of training, competence, teamwork and organizational commitment on the performance of employees of the South Labuhanbatu Regency Fire Department. The number of samples was 45 respondents, namely employees of the South Labuhanbatu Regency Fire Department. This study uses validity tests, reliability tests, classical assumption tests, multiple linear regression tests, t tests, F tests, and coefficients of determination using SPSS 27. The study was conducted to examine how independent variables influence dependent variables and the percentage level of influence of research variables by distributing research questionnaires to respondents and conducting tests. The results showed that all independent variables influence the dependent variable with all calculated t values > t table and significant values <0.05. Training has a positive and significant effect on employee performance (3.246>2.021), Competence has a positive and significant effect on employee performance (3.167>2.021), Teamwork has a positive and significant effect on employee performance (6.071>2.021), Organizational Commitment has a positive and significant effect on employee performance (2.216>2.021) with a determination level of 0.757 or 75.0% providing a positive and significant effect.

Keywords: Training, Competence, Teamwork, Organizational Commitment and Performance

INTRODUCTION

In human resource management, the primary objective is the organization's or agency's efforts to improve employee performance. Employees, as the primary human resource, play a crucial role in determining the success of government and development initiatives. Therefore, the continued operation of an organization or agency is inextricably linked to strong employee performance and active participation in achieving organizational or agency goals.

In efforts to improve employee performance, several driving factors can contribute to improved employee performance. These include training, competency, how all employees collaborate as a team, and organizational commitment. Performance is the work results (quantity and quality) achieved by an individual or organization in carrying out their duties and responsibilities, as well as the abilities or achievements demonstrated over a specific period of time, measured against established standards to achieve goals (Nurrohmat & Lestari, 2021).

Firefighters are officers or departments trained and tasked with firefighting. Firefighters are trained not only to rescue fire victims but also to rescue victims of traffic accidents, collapsed buildings, and other situations. The fire department is an implementing agency established by the government and charged with the responsibility of handling fires.

The researchers observed a performance phenomenon among fire department employees, which is that their performance levels are less than optimal. This can be assessed by their enthusiasm for their work. They assessed that some employees still lack enthusiasm, resulting in suboptimal discipline. They also observed that some employees arrive late and leave work early. This clearly indicates ongoing issues with employee performance within the South Labuhanbatu Regency Fire Department.

To improve employee performance within the fire department, providing training is crucial. Training will enhance competency and, consequently, improve overall employee

performance. The researchers concluded that ongoing training within the fire department is essential to enhance employee capabilities and maintain employee stability in providing responsive services.

Training is a systematic process for changing employee behavior to achieve organizational goals, which relates to employee skills and abilities. Training has a current orientation and helps employees to achieve certain skills and abilities to be successful in carrying out their work (Fauziah Azzahra et al., 2025).

Training is the process of teaching specific knowledge, skills, and attitudes to employees so they become more skilled and able to carry out their responsibilities effectively (Anggraeni et al., 2022).

Training can also be defined as a systematic process of changing employee behavior in a direction that advances organizational goals. Training is crucial because it is used to retain, maintain, and nurture employees, while simultaneously enhancing their skills to improve their performance (Lestari & Afifah, 2022).

Competence is the ability, expertise, and characteristics (knowledge, skills, attitudes, and values) that a person possesses to perform tasks or work effectively and efficiently, according to required standards. It is often likened to an iceberg, with some visible (knowledge, skills) and some hidden (motives, character, self-concept) (Habib, 2022). Competence is essential for improving performance; employees with a high level of competence will perform well.

Competence is the ability to carry out or perform a job or task based on skills and knowledge, supported by the work attitude required by the job (Baharuddin et al., 2022).

Competency is a fundamental characteristic possessed by an individual that directly influences, or can describe, excellent performance. In other words, competence is what outstanding performers do more frequently in more situations with better results than average performers (Kuntadi et al., 2023).

Teamwork is the collaboration between fellow employees within a workspace. Teamwork significantly impacts the quality of service provided and automatically improves performance (Abdul Rahman, 2022). Teamwork, especially in the fire department, is essential for achieving maximum work results. Researchers believe that teamwork in the fire department must be further enhanced to improve employee performance.

Teamwork is a cooperative effort and coordination carried out by individuals working together in a group with diverse backgrounds, requiring members with leadership personalities to play their roles within the group (Julia & Jiddal Masyuroh, 2022).

Within a team, cooperation is a fundamental requirement that can support work performance. Teamwork can foster synergy among those collaborating (Rafiah, 2022).

Teamwork is defined as the ability to work together to achieve a shared vision. It is the ability to direct individual achievement toward organizational goals. Teamwork is the fuel that enables ordinary people to achieve extraordinary results (Laduna, 2021).

Organizational commitment reflects an employee's commitment to their work. Employees with strong commitment will produce good work results. Commitment to work must be continuously improved to achieve good work results. Employee performance will improve in proportion to their increased commitment (Astuti, 2022).

Organizational commitment is a behavioral dimension that can be used to measure and assess the strength of members within an organization in carrying out their duties and obligations to the organization. Commitment can be viewed as a value orientation toward the organization that indicates an individual's strong commitment to, concern for, and priority of their work and organization. Individuals voluntarily exert all efforts, mobilize, and develop their potential to help the organization achieve its goals (Astuti, 2022).

Hanifah et al. (2023) define organizational commitment as the relative strength of an individual's identification with the organization. This can be characterized by three things:

acceptance of the organization's values and goals and a desire to maintain membership in the organization (becoming part of the organization).

Organizational commitment is a state in which an employee identifies with a particular organization and its goals and desires to maintain membership in that organization. Therefore, high job involvement implies a commitment to an individual's specific job, while high organizational commitment implies a commitment to the organization that recruited the individual (Rulianti & Nurpibadi, 2023).

From the explanation of the problems above, the researcher is interested in conducting research with the title The Influence of Training, Competence, Teamwork and Organizational Commitment on the Performance of Fire Department Employees in South Labuhanbatu Regency.

RESEARCH METHODS

This research was conducted at the Labuhan Batu Selatan Fire Department using quantitative methods.

Research Location

The research was conducted at the fire department located in Kota Pinang, Kota Pinang sub-district, Labuhan Batu Selatan Regency.

Population and Sample

According to (Sugiyono, 2022), a population is a generalized area consisting of objects with a certain quantity and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was 45 fire department employees. According to (Sugiyono, 2022), a sample is a portion of the total characteristics possessed by that population. The sampling method used in this study was census sampling. Census sampling is used when the population is relatively small, less than 100, resulting in a sample size of 45 individuals.

Data Collection Technique

The instrument was a questionnaire with indicators adapted from relevant previous research. Each item was adjusted to be easily understood by student respondents. The questionnaire was distributed offline to reach respondents effectively. Research data was collected using a questionnaire designed with a 1-5 Likert scale, where:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly Agree

Data Analysis Techniques

The data were then tested using several analysis techniques, as follows:

1. Classical Assumption Test: This test included normality, heteroscedasticity, and multicollinearity.
2. Multiple linear regression using the linear equation: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$.
3. Hypothesis Test: This test consisted of a partial t-test to analyze the partial effect between the independent and dependent variables, and a simultaneous F-test to analyze the simultaneous effect between the independent variables on the dependent variable.

The coefficient of determination was used to measure the model's ability to explain variation in the dependent variable. To facilitate the research process, IBM SPSS software was used as an analysis tool for data processing.

RESULTS AND DISCUSSION

Validity Test

Table 1 Results of the Validity Test of the Research Instrument

Variables	Statement	Calculated r value	Table r value	Information
Training (X ₁)	P1	.899	0,180	Valid
	P2	.728	0,180	Valid
	P3	.904	0,180	Valid
	P4	.846	0,180	Valid
Competence (X ₂)	P1	.254	0,180	Valid
	P2	.669	0,180	Valid
	P3	.679	0,180	Valid
	P4	.406	0,180	Valid
Teamwork (X ₃)	P1	.629	0,180	Valid
	P2	.539	0,180	Valid
	P3	.697	0,180	Valid
	P4	.276	0,180	Valid
Organizational Commitment (X ₄)	P1	.629	0,180	Valid
	P2	.539	0,180	Valid
	P3	.697	0,180	Valid
	P4	.276	0,180	Valid
Employee performance (Y)	P1	.397	0,180	Valid
	P2	.598	0,180	Valid
	P3	.603	0,180	Valid
	P4	.497	0,180	Valid

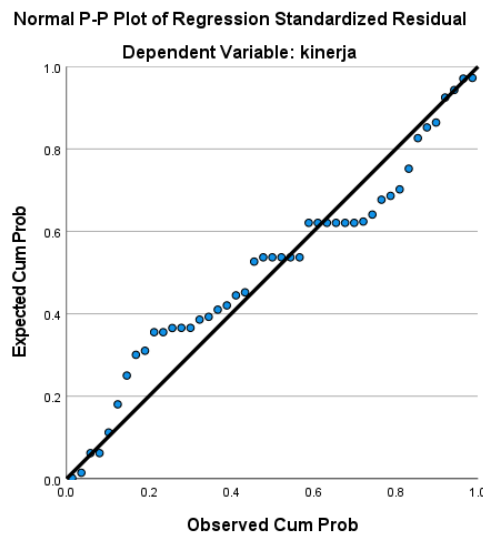
Source: Data processed by SPSS.25, 2026

Validity testing was conducted using the Pearson Product Moment correlation between item scores and total scores (Corrected Item–Total Correlation). A statement item is declared valid if the calculated r value is greater than the table r at a significance level of 0.05 or has a significance value (Sig.) <0.05. Based on table 1 above, all statement items in each variable have a correlation value greater than the table r, so it can be concluded that the research instrument is valid and suitable for use for data collection and further analysis.

Reliability Test

Table 2 Reliability Test Results

Variables	The r value calculates the reliability	Information
Training (X ₁)	0,946	Reliable
Competence (X ₂)	0,802	Reliable
Teamwork (X ₃)	0,810	Reliable
Organizational commitment (X ₄)	0,742	Reliable
Employee performance (Y)	0,764	Reliable

Data Normality Test Results**Figure 2 Normality Test Results**

Source: Research Results, 2026

Based on the graphic image above, which is used to visually test the assumption of data normality, data is considered normally distributed if the data points are spread closely around the diagonal line and follow the direction of the diagonal. If the points are spread far apart or form a non-linear pattern, the data is declared abnormal.

Multicollinearity Test Results**Table 3. Multicollinearity Test Results**
Coefficients^a

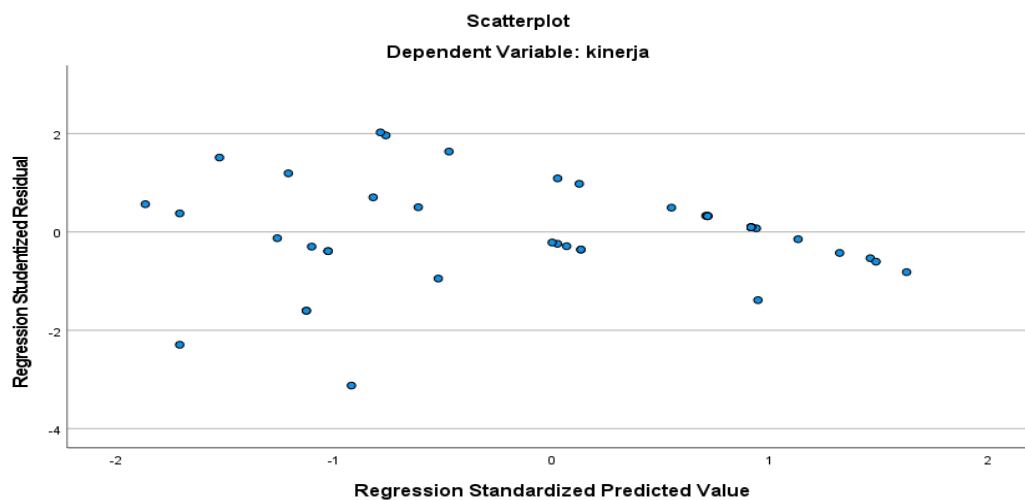
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	training	.398	2.514
	competence	.281	3.560
	teamwork	.305	3.279
	organizational commitment	.327	3.056

Source: SPSS Research Results, 2026

Table 3 shows that the VIF value of training is 2.514, competence is 3.560, teamwork is 3.279 and organizational commitment is 3.056. All VIF values are stated to be smaller than 10, so there is no multicollinearity. From the training tolerance value of 0.398, competence is 0.281, teamwork is 0.305 and organizational commitment is 0.327, all tolerance values are stated to be greater than 0.1, so there is no multicollinearity.

Heteroscedasticity Test Results

Figure 3. Heteroscedasticity Test Results



Based on the results of the heteroscedasticity test using a Scatterplot graph, it can be seen that the residual points are randomly distributed above and below zero on the Y-axis and do not form a specific pattern, such as a funnel, wavy, or a specific line. This random and irregular distribution of points indicates that the residual variance is constant (homoscedasticity). Thus, it can be concluded that the regression model in this study does not experience symptoms of heteroscedasticity, so the classical assumptions of regression are met and the model is suitable for further analysis.

Results of Multiple Regression Test Analysis

Multiple linear regression analysis aims to determine the influence of independent variables on dependent variables as follows:

Table 4, Results of Multiple Linear Regression Test Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.997	1.179		5.086	.000
	pelatihan	.131	.040	.231	3.246	.002
	kompetensi	.258	.081	.298	3.167	.002
	kerja sama tim	.401	.066	.443	6.071	.000
	komitmen organisasi	.133	.109	.223	2.216	.008

Source: SPSS Research Results, 2026

$$Y = 5,997 + 0,131 + 0,258 + 0,401 + 0,133$$

Information :

1. A constant of 5.997 means that if the training, competency, teamwork, and organizational commitment variables are set at 0, employee performance will increase by 5.997.
2. The training regression coefficient of 0.131 means that for every additional unit of training, employee performance increases by 0.131.
3. The competency regression coefficient of 0.258 means that for every additional unit of competency, employee performance increases by 0.258.
4. The teamwork regression coefficient of 0.401 means that for every additional unit of teamwork, employee performance increases by 0.401.
5. The organizational commitment regression coefficient of 0.133 means that for every additional unit of organizational commitment, employee performance increases by 0.133.

Hypothesis Testing**Partial Significance Test (t-Test)****Table 5. Partial Test Results (t-Test)**

		Coefficients^a				
		Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	Model	B	Std. Error	Beta		
1	(Constant)	5.997	1.179		5.086	.000
	Training	.131	.040	.231	3.246	.002
	Competence	.258	.081	.298	3.167	.002
	teamwork	.401	.066	.443	6.071	.000
	Organizational commitment	.133	.109	.223	2.216	.008

Source: Results processed by SPSS, 2026

Simultaneous Significance Test (F-Test)**Table 6. Simultaneous Test Results (F Test)**

		ANOVA^a				
		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.286	4	7.821	12.705	.000 ^b
	Residual	24.625	40	.616		
	Total	55.911	44			

Source: Research Results, 2026

Table 6 shows that the F-test result is 12.705 with a significance level of 0.000, while the F-table value in the t-distribution statistical table with a test level of $\alpha = 5\%$ and $df_1 = (k) = 3$ and $df_2 = (n-k-1) = 39$ is 2.46. Comparing the calculated F-value ($12.705 > F\text{-table} (2.46)$), it is concluded that the independent variables collectively have a positive and significant influence on the dependent variable.

Based on the t-test results described above, the t-table value for 45 respondents at a significance level of 0.05 with 40 degrees of freedom ($df=45-4$) is 2.021. The research results are as follows:

1. Based on the t-test results, the training variable has a calculated t-value of $3.246 > 2.021$ and a significance value of $0.002 < 0.05$. Therefore, H1 is accepted, namely that the training variable shows a positive and significant relationship with employee performance.
2. Based on the t-test results, the competency variable has a calculated t-value of $3.167 > 2.021$ and a significance value of $0.002 < 0.05$. Therefore, H2 is accepted, namely that the competency variable shows a positive and significant relationship with employee performance.
3. Based on the t-test results, the teamwork variable has a calculated t-value of $6.071 > 2.021$ and a significance value of $0.000 < 0.05$. Therefore, H3 is accepted, namely that the teamwork variable shows a positive and significant relationship with employee performance.

Based on the results of the t-test, the organizational commitment variable has a calculated t-value of $2.216 > 2.021$ and a significance value of $0.008 < 0.05$, so H3 is accepted, namely the organizational commitment variable shows a positive and significant relationship with employee performance.

Results of the Coefficient of Determination (R²)

If the R² value approaches 1, it indicates a stronger relationship between the independent variable and the dependent variable. Conversely, if the determinant (R²) is smaller or approaches zero, the influence of the independent variable on the dependent variable is weaker. The results of the multiple linear regression analysis can be seen in Table 7 below:

Table 7. Results of the Coefficient of Determination (R2)
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.763	.757	1.037

Source: Research Results, 2026

Table 7 shows that the Adjusted R Square value is 0.757 or 75.70%, meaning that the relationship between the independent variable and the dependent variable is 75.70%, while the remaining 24.30% is influenced by other variables not examined in this study.

Discussion

The Effect of Training on Employee Performance

The training regression coefficient of 0.131 indicates that for every additional training unit, employee performance increases by 0.131.

Based on the t-test results, the training variable has a calculated t-value of $3.246 > 2.021$ and a significance value of $0.002 < 0.05$. Therefore, H1 is accepted, namely, the training variable shows a positive and significant relationship with employee performance. Pengaruh kompetensi terhadap kinerja pegawai.

The competency regression coefficient of 0.258 means that every time one competency unit is added, employee performance increases by 0.258. Based on the results of the t-test, the competency variable has a calculated t-value of $3.167 > 2.021$ and a significance value of $0.002 < 0.05$, so H2 is accepted, namely the competency variable shows a positive and significant relationship to employee performance.

The Effect of Teamwork on Employee Performance

The teamwork regression coefficient of 0.401 indicates that for every additional unit of teamwork, employee performance increases by 0.401. Based on the t-test results, the teamwork variable has a calculated t-value of $6.071 > 2.021$ and a significance value of $0.000 < 0.05$. Therefore, H3 is accepted, namely, the teamwork variable shows a positive and significant relationship with employee performance.

The Influence of Organizational Commitment on Employee Performance

The regression coefficient of organizational commitment is 0.133, meaning that for every one-unit increase in organizational commitment, employee performance increases by 0.133. Based on the t-test results, the organizational commitment variable has a calculated t-value of $2.216 > 2.021$ and a significance value of $0.008 < 0.05$. Therefore, H3 is accepted, namely, that organizational commitment shows a positive and significant relationship with employee performance.

The influence of training, competence, teamwork and organizational commitment on employee performance

Based on Table 6, it shows that the F test result is 12.705 with a significance level of 0.000 while the F table value in the t distribution statistics table with a level of test $\alpha = 5\%$ and $df1 = (k) = 3$ and $df2 = (n-k-1) 39$ is 2.46. If compared, the F count value ($12.705 > F$ table (2.46) then it is concluded that together the independent variables have a positive and significant influence on the dependent variable.

CONCLUSION

Based on the results of the t-test, the training variable has a calculated t-value of $3.246 > 2.021$ and a significance value of $0.002 < 0.05$, so H1 is accepted, namely the training variable shows a positive and significant relationship to employee performance. Based on the results of the t-test, the competency variable has a calculated t-value of $3.167 > 2.021$ and a significance

value of $0.002 < 0.05$, so H2 is accepted, namely the competency variable shows a positive and significant relationship to employee performance. Based on the results of the t-test, the teamwork variable has a calculated t-value of $6.071 > 2.021$ and a significance value of $0.000 < 0.05$, so H3 is accepted, namely the teamwork variable shows a positive and significant relationship to employee performance. Based on the results of the t-test, the organizational commitment variable has a calculated t-value of $2.216 > 2.021$ and a significance value of $0.008 < 0.05$, so H3 is accepted, namely the organizational commitment variable shows a positive and significant relationship with employee performance.

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