The Effect Of Training And Competency Development On Personnel Performance With Job Satisfaction As An Intervening Variable In UPT. Firefighter Dairi Regency

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Abstract

Personnel Performance is influenced by various factors, including Training and Competency Development provided by the organization. Effective training and relevant competency development programs can improve Job Satisfaction, ultimately contributing to improved performance. This study aims to identify the influence of Training and Competency Development on Personnel Performance by considering the role of Job Satisfaction as an intervening variable in UPT. Dairi Regency Fire Department. Data was obtained through a survey with a quantitative approach and analyzed using the Partial Least Squares (PLS) method. The results of the analysis showed that Training had a positive and significant influence on Job Satisfaction with a T-Statistic value of 4.215 and a P-Value of 0.000. However, the direct influence of Training on Personnel Performance showed significant negative results with a T-Statistic value of 4.572 and a P-Value of 0.000. Competency Development is proven to have a positive and significant influence on both Job Satisfaction (T-Statistic 3.525, P-Value 0.001) and Personnel Performance (T-Statistic 4.652, P-Value 0.000). In addition, Job Satisfaction has a positive and significant influence on Personnel Performance, with a T-Statistic value of 4.324 and a P-Value of 0.000. Indirect influence analysis shows that Training and Competency Development have a significant effect on Personnel Performance through Job Satisfaction as a mediating variable. These findings indicate that the improvement of Training and Competency Development will be more effective in driving Personnel Performance when facilitated by high Job Satisfaction. Suggestions are given to institutions to improve training methods and strengthen competency development programs, as well as consider increasing job satisfaction as an effort to optimize performance. The researcher is further advised to explore other intervening variables that may play a role in improving personnel performance.

Keywords:

Training; Competency Development; Performance

INTRODUCTION

The performance of personnel in government agencies, including the Dairi Regency Fire Department, is a crucial factor in determining the effectiveness of public services. The optimal performance of firefighters depends not only on individual capacities, but also on how they are trained and developed to meet the increasingly complex challenges of the job. Research shows that competency training and development have a significant influence on personnel performance in various job sectors (Avolio et al., 2022).

Effective training provides Personnel with the technical abilities and knowledge necessary to carry out their duties efficiently. In addition, competency development includes aspects such as improved interpersonal skills, critical thinking skills, and adaptability in emergency situations (Lambert et al., 2014). Good competence not only improves individual performance but also contributes to overall team performance, which is especially important in firefighting jobs where cooperation and coordination are key (Boyatzis et al., 2022). Good competence not only improves individual performance, but also plays an important role in creating synergy within the team, especially in environments that require high coordination such as firefighting work. These competencies include more than just technical skills; Interpersonal aspects, critical thinking, and adaptability are also very important (Lambert et al., 2014).

Literature Review
Training

Training is a systematic process undertaken by organizations to improve the knowledge, skills, and abilities of employees so that they can do their jobs more effectively. This training covers a variety of methods and strategies designed to achieve improved employee performance in their current and future jobs (Avolio et al., 2022).

Training Indicators

According to (Avolio et al., 2022), there are several indicators that indicate effective training, including:

1. The relevance of training materials is that training materials must be relevant to the needs of the work and duties of employees. Relevant materials help employees apply what they learn directly in their daily work.
2. The quality of a competent and experienced Instructor is essential for the success of the training. They must be able to convey the material clearly and provide practical examples that are easy to understand.
3. The training method used must be in accordance with the training objectives and the characteristics of the participants. These methods can be hands-on training on the job, simulations, role-playing, or e-learning.

4. Training Evaluation to assess the effectiveness of training. This can include an assessment of employee understanding after training, as well as observation of changes in employee performance at work.
5. The availability of adequate Resources is essential to support the training process. Good resources ensure that training can run smoothly and effectively.

Competency Development

As stated by Boyatzis et al. (2022), Competency Development encompasses fundamental characteristics that affect how a person thinks, acts, and responds in a workplace environment, thus enabling the application of knowledge and skills in real-life situations, ultimately supporting the achievement of effective performance.

According to (Boyatzis et al., 2022), Competency Development is the process of improving a person's knowledge, skills, and attitudes in carrying out tasks. Competencies include the knowledge, skills, and behaviors needed to achieve effective performance in a job. Competency development is also not just technical skills or knowledge of a field, but includes the ability to apply such knowledge and skills in real-life situations in the workplace.

According to (Boyatzis et al., 2022), the indicators of Competency Development are as follows:
1. Knowledge is a deep understanding of a particular field or subject that is relevant to the job.
2. Technical Skills are the ability to perform specific tasks related to the job, such as the use of specific tools or technologies.
3. Interpersonal skills are the ability to communicate, collaborate, and work effectively with others.
4. Analytical skills are the ability to think critically, analyze information, and make informed decisions.
5. Attitude and Values are commitments to work, competency development, work ethics, and values that support high performance.

Performance

Personnel Performance is the result of quality and quantity of work achieved by a Personnel in carrying out their duties in accordance with the responsibilities given to them (Mangkunegara (2017), 2021).
To measure the performance of this research personnel, referring to the theory (Mangkunegara (2017), 2021) are as follows:
1. Quality of Work. The quality of the work achieved by the personnel, which includes accuracy, accuracy, and conformity with the standards that have been set.

2. Work Quantity. The volume or number of work that can be completed by personnel in a certain period of time.
3. Timeliness. The ability of personnel to complete work according to predetermined time limits.
4. Effectiveness. The extent to which the results of the Personnel's work are in accordance with the goals to be achieved and have a positive impact on the organization.
5. Efficiency. The optimal level of resource use in completing the work, which includes time, cost, and effort.
6. Discipline. The level of compliance of personnel with the rules and procedures that have been established by the organization.
7. Creativeness. Ability of Personnel to generate new and innovative ideas that can improve performance and productivity.

Performance Indicators

There are several Performance indicators according to Indra Kharis (2015) (Kharis, 2015):
1. Charisma
2. Inspirational competency development
3. Intellectual Stimulation
4. Individualized Attention

Conceptual Framework
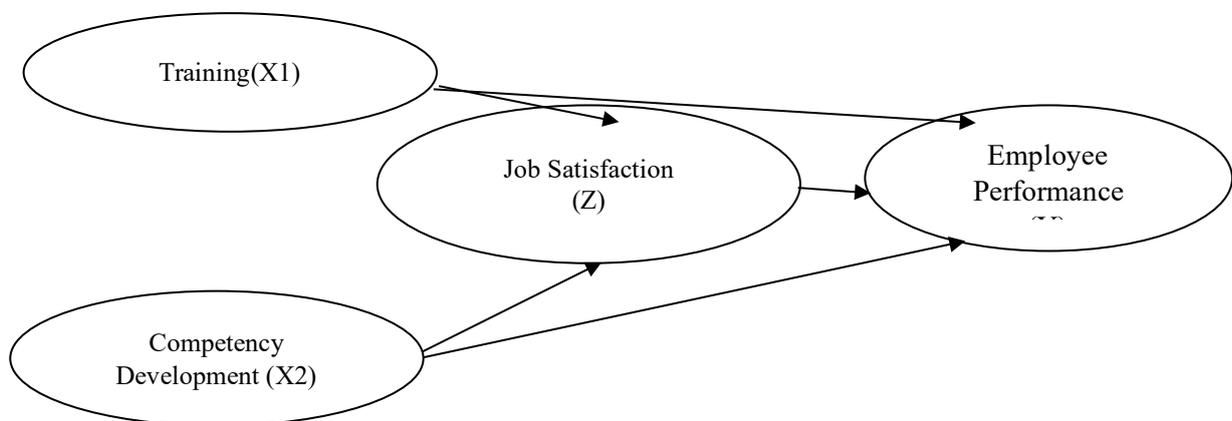
Figure 1. Conceptual Framework

RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at UPT. Dairi Regency Fire Department.

The time of this research was carried out from September to November 2024.
According to Sugiyono, population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the entire number of personnel in UPT. Dairi Regency Fire Department with a total of 83 personnel with the following details:

Table 1 : Details of UPT Popolation. Dairi Regency Fire Department

No.	Status	Number (Person)
1.	ASN	1
2.	Honorary	82
	Sum	**83**

Source : UPT. Dairi Regency Fire Department Dairi Regency

The sampling technique used in this study is a saturated sample. According to Sugiyono, saturated sampling is a sample selection technique when all members of the population are used as samples where all populations in this study are used as samples, which is a total of 83 personnel

The data that will be used from this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is Testing *Outer Model* to obtain value *outer loading* that meet the requirements *validity and reliability.* Testing the structural model (Inner model) which includes a determination coefficient test (R2) to measure how far the model is able to explain the variation of the bound variable. R^2 are in the range of zero (0) and one (1) **(Kuncoro, 2014).**

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Awan, 2015) and the hypothesis test (T-Statistic Test) which consists of *a path coeficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing the independent variable to the bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis

is said to be accepted if the statistical t value is greater than the t of the table. According to (Sugiyono, 2021) the criterion of t-value table is 1.96 with a significance level of 5%.

RESULTS AND DISCUSSION

Results

Outer Model *Analysis*

The outer *model* test in this study uses algorithm analysis in *SmartPLS software version 3.0,* in order to obtain *outer loading* values that meet *the validity and reliability requirements.*

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. *Outer Loading*

Indicators	Outer Loading	Information
Training (x1)		
PE1	**0,814**	Valid
PE2	**0,887**	Valid
PE3	**0,861**	Valid
PE4	**0,855**	Valid
PE5	**0,786**	Valid
Competency Development (X2)		
PK1	**0,897**	Valid
PK2	**0,853**	Valid
PK3	**0,862**	Valid
PK4	**0,864**	Valid
PK5	**0,889**	
Job Satisfaction (Z)		
KK1	**0,842**	Valid
KK2	**0,864**	Valid
KK3	**0,791**	Valid
KK4	**0,803**	Valid
Personnel Performance (Y)		
KP1	**0,737**	Valid
KP2	**0,799**	Valid
KP3	**0,824**	Valid

Indicators	*Outer Loading*	Information
KP4	**0,890**	Valid
KP5	**0,865**	Valid
KP6	**0,874**	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60. According to (Gozali et al., 2021) states that the indicator is declared valid if it has a loading *factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:
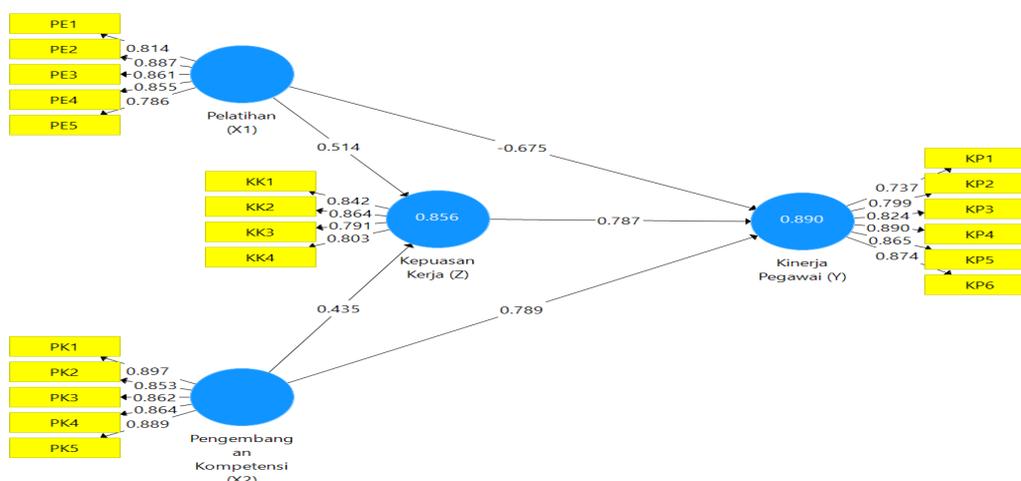
Figure 2. Outer Model Test Results

2) Discriminate Validity *Test Results*

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 3. *Discriminant Validity*

Variable Indicators	Job Satisfaction (Z)	Personnel Performance (Y)	Training (x1)	Competency Development (X2)
KK1	0,842	0,574	0,855	0,669
KK2	0,864	0,899	0,716	0,821
KK3	0,791	0,692	0,579	0,582
KK4	0,803	0,719	0,830	0,853
KP1	0,677	0,737	0,543	0,601
KP2	0,642	0,799	0,497	0,613
KP3	0,694	0,824	0,597	0,701
KP4	0,769	0,890	0,680	0,862
KP5	0,901	0,865	0,742	0,780
KP6	0,710	0,874	0,653	0,836
PE1	0,683	0,658	0,814	0,844
PE2	0,813	0,701	0,887	0,853
PE3	0,811	0,617	0,861	0,731
PE4	0,842	0,574	0,855	0,669
PE5	0,646	0,604	0,786	0,697
PK1	0,833	0,697	0,902	0,897
PK2	0,803	0,719	0,830	0,853
PK3	0,769	0,890	0,680	0,862
PK4	0,725	0,651	0,821	0,864
PK5	0,789	0,886	0,724	0,889

Source: Output Smart PLS, 2024

Based on table 3, it can be seen that the *cross loading* value in each indicator and variable is greater than other variables and indicators, the cross loading variable training shows that *the cross loading* of the variable indicator is greater than *the cross loading* of other latent variables, the *cross loading* of the Competency Development variable indicator shows that the value of the *cross loading* indicatorgreater than other latent variables, *the cross loading* of the Personnel Performance variable also showed a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively   *that* the cross loading *results* are considered valid.

3) Composite reliability *test results*

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be

reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table

Table 4. *Construct Reliability and Validity*

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Job Satisfaction (Z)	0,844	0,895	0,681
Personnel Performance (Y)	0,911	0,931	0,694
Training (x1)	0,896	0,924	0,708
Competency Development (X2)	0,922	0,941	0,763

Source: *Smart PLS Output,* **2024**

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5, which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, *the composite reliability* value is used. The accepted value for the reliability level is > 0.7. Based on these criteria, it can be seen that all variables in this study have a > value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (*Inner Model*)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R^2)

The determination coefficient test (R^2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Job Satisfaction (Z)	0,856	0,853

Personnel Performance (Y)	0,890	0,886

Source: *Smart PLS Output,* 2024

Based on table 5, it is known that the R square Adjusted value of the Job Satisfaction variable is 0.853 or 85.30%, which means that the influence of Training on Competency Development in the category is very high. This means that the more Training and Competency Development increases, the more Job Satisfaction will increase. Meanwhile, the R Square value on the Job Satisfaction variable is 0.856 or 85.60%, which means that the influence of Training and Competency Development on Job Satisfaction is 85.60% and the remaining 14.40% is influenced by other variables that have not been studied. Meanwhile, the R Square Adjusted value of the Personnel Performance variable is 0.886 or 88.60%, which means that Competency Training and Development affects Personnel Performance by 88.60% or in the very high category, meaning that it can significantly improve Personnel performance. Furthermore, the R square value of the Personnel Performance variable is 0.890 or 89.00%, which means that Training and Competency Development affects Personnel Performance by 89.00%, while the remaining 11.% is influenced by other variables that have not been studied.

2) Goodness of Fit *Test Results*

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is > SRMR and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0,118	0,118
d_ULS	2,908	2,908
d_G	2.264	2.264
Chi-Square	439.517	439.517
NFI	0.803	0,803

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is 0.803 > 0.098 so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. *Path Coefficients*

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Job Satisfaction (Z) -> Personnel Performance (Y)	0,787	0,795	0,182	4,324	0,000	Accepted
Training (X1) -> Job Satisfaction (Z)	0,514	0,491	0,122	4,215	0,000	Accepted
Training (X1) -> Personnel Performance (Y)	0,675	0,686	0,148	4,572	0,000	Accepted
Competency Development (X2) -> Job Satisfaction (Z)	0,435	0,459	0,123	3,525	0,001	Accepted
Competency Development (X2) -> Personnel Performance (Y)	0,789	0,787	0,170	4,652	0,000	Accepted

Source: Output Smart PLS, 2024

Based on the data in Table 7, it can be stated that there is no influence of Training on Personnel performance. This can be seen from the T-statistic value of 4.572> 1.96 with a P-Value of 0.000 < 0.05. This means that if the training is improved, the performance of the personnel will increase significantly. This result answers the first hypothesis in this study, namely that rejecting Ho and accepting Ha or Training has a positive and significant effect on the performance of Personnel at UPT. Dairi Regency Fire Department. Likewise, the influence of competency development on the

performance of employees was obtained with a T-statistical value of 4.652 >1.96 with a P-Value of 0.000 < 0.05 which means that competency development has a positive and significant influence on personnel performance. The results of this finding answer the second hypothesis.

Furthermore, on the influence of Training and competency development on Personnel performance, data on T-Statistical values of 0.007 < 1.96 with P-Value values of 0.995 > 0.05 so that it can be stated that Training and competency development have no effect on the performance of Personnel at UPT. Dairi Regency Fire Department. This can be interpreted that even though training and competency development are improved, the performance of personnel will not increase. This statement answers the second hypothesis, which is to accept Ho and reject Ha.

The analysis also shows that Training has a positive and significant influence on Job Satisfaction with a T-Statistic value of 4.215 > 1.96, and a P-Value of 0.000 < 0.05. This means that the increase in training in the workplace will have an impact on increasing Personnel Job Satisfaction significantly. The effect of competency development on Job Satisfaction was also proven to be significant, with a T-Statistic value of 3.525> 1.96, and a P-Value of 0.000 < 0.05. These results indicate that the development of competencies given to personnel has a positive impact on increasing their job satisfaction. This shows that the aspect of competency development, both in terms of awards and career support.

Lastly, Job Satisfaction significantly affected Personnel Performance with a T-Statistic of 4.324 and a P-Value of 0.000. This means that the increase in Job Satisfaction will have a significant impact on the improvement of Personnel Performance, which supports the fifth hypothesis in this study. Overall, these findings show that Training, Competency Development, and Job Satisfaction play an important role in improving Personnel performance at UPT. Dairi Regency Fire Department. To answer the sixth and seventh hypotheses, it can be seen in the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
Training (X1) -> Job Satisfaction (Z) -> Personnel Performance (Y)	0,404	0,395	0,145	2,791	0,000	**Accepted**

Competency Development (X2) -> Job Satisfaction (Z) -> Personnel Performance (Y)	0,343	0,362	0,119	2,888	0,005	Accepted

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that Job Satisfaction (Z) is able to intervene the influence between Training (X1) and Personnel Performance (Y). This can be seen from the results of the T-Statistical value of 2.791 > 1.96 with a P-Value of 0.000 < 0.05. This shows that there is an indirect influence between Training and Personnel Performance through Work Competency Development. These results provide insight into how the intermediate variable of Work Competency Development can intervene the relationship between Training and Personnel Performance in UPT. Dairi Regency Fire Department.

Competency Development is also proven to have a significant indirect influence on Personnel Performance through Job Satisfaction, with a T-Statistic value of 2.888 > 1.96 and a P-Value of 0.000 < 0.05. The indirect influence coefficient of 0.343 shows that the increase in Competency Development given to Personnel will increase their Job Satisfaction, which then has a positive impact on Personnel Performance. These results show that Job Satisfaction plays a significant mediator role in the relationship between Competency Development and Personnel Performance, supporting the hypothesis related to the indirect influence of Competency Development on Personnel Performance.

Discussion

The findings in this study can be emphasized by referring to the findings of previous studies that have relevance. In the context of the influence of Training on Personnel Performance, this finding states that there is an influence of Training on Personnel Performance. The findings in this study can be strengthened by referring to the findings of previous relevant studies. In the context of the influence of Training on Personnel Performance, this finding states that there is a significant influence of Training on Personnel Performance. This study aims to investigate how Training affects Personnel performance through the development of work competencies in UPT. Dairi Regency Fire Department (BPBD) Dairi Regency. Previous studies have shown a significant relationship between Training, work competency development,

and Personnel performance, which reinforces the relevance and importance of this research.

One of the studies that supports this research is a study conducted by Munir et al., (2023) which found that high training contributes positively to the improvement of personnel competency development, which in turn affects their performance. This study concludes that personnel who have good training tend to be more developed competencies and committed to achieving organizational goals.

In addition, research by (Sembiring et al., 2021) shows that the development of work competencies acts as a significant mediator in the relationship between Training and Personnel performance. They noted that when Personnel feel developed competencies, they are better able to express their Training, which then results in better performance. These findings emphasize the importance of competency development aspects in the process of improving performance, especially in the context of public organizations such as BPBD (Nurhalizah & Oktiani, 2024).

Furthermore, research conducted by (et al., 2024) supports the argument that the development of work competencies not only has an impact on individual performance, but also contributes to the overall work environment. In the context of disasters, where a quick and efficient response is needed, personnel who are developed competencies and discipline will play a more effective role in carrying out their duties and responsibilities (Tucunan et al., 2014).

Based on the existing literature, it can be concluded that Training has a direct and indirect influence on Personnel performance through the development of work competencies. Therefore, in order to improve the performance of Personnel in the Dairi Regency BPBD Office, it is important for management to implement a strategy that not only emphasizes on Training, but also develops strong work competency development among Personnel.

CONCLUSIONS AND SUGGESTIONS

Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. The positive influence of training on job satisfaction, namely there is a positive and significant influence between Training and Job Satisfaction. This is shown by the T-Statistic value for Training of 4.215 > 1.96 and the P-Value of 0.000 < 0.05. This means that if the training is improved, then the Job Satisfaction of UPT Personnel. Fire Fighting will increase significantly.

2. The negative influence of training on Personnel performance is a direct influence of Training on Personnel Performance showing significant but negative results, with a T-Statistic value of 4.572 > 1.96 and a P-Value of 0.000 < 0.05. This shows that

the improvement in Training tends to decrease the Performance of UPT Personnel. Fire Fighting directly.

3. Competency development has a positive influence on job satisfaction, competency development has a positive and significant influence on Job Satisfaction with a T-Statistic value of 3.525 > 1.96 and a P-Value of 0.001 < 0.05. These results confirm that the increase in Competency Development will have a positive effect on the Job Satisfaction of UPT personnel. Firefighter.

4. Competency development has a positive and significant effect on Personnel Performance with a T-Statistic value of 4.652 > 1.96 and a P-Value of 0.000 < 0.05. These results show that the increase in Competency Development will have a positive impact on UPT Personnel Performance. Firefighter.

5. Job satisfaction has a positive and significant influence on Personnel Performance with a T-Statistic value of 4.324 > 1.96 and a P-Value of 0.000 < 0.05. This result confirms that the increase in Job Satisfaction will have a positive effect on the Performance of UPT Personnel. Firefighter.

6. The indirect influence of training on personnel performance through job satisfaction has proven to be significant. This shows that Job Satisfaction is an important mediating variable in the relationship between Training and UPT Personnel Performance. Firefighter.

7. Competency Development also has a Significant Indirect Influence on Personnel Performance through Job Satisfaction, a significant indirect influence on Personnel Performance through Job Satisfaction, with a T-Statistic value of 4.652 > 1.96 and a P-Value of 0.000 < 0.05. These results show that increasing Competency Development will increase Job Satisfaction, which in turn has a positive impact on UPT Personnel Performance. Firefighter.

Suggestion

Based on the findings, discussions and conclusions in the study can be suggested to the UPT. Dairi Regency Fire Department as follows:

1. Improvement of Training Programs to Increase Job Satisfaction.
   UPT. The Dairi Regency Fire Department is advised to develop a training program that suits the needs of personnel in order to increase their job satisfaction. Relevant and applicable training will support the development of skills that contribute to the performance of UPT personnel. Fire Fighting positively.

2. Evaluation of Training Programs Related to Negative Influence on Performance.
   Given the negative influence of training on direct performance, it is important for UPT to evaluate the training methods applied. Practical skills-based training that is suitable for field conditions will help prevent negative impacts on the performance of UPT personnel. Firefighter.

3. Competency Development to Support Job Satisfaction and Performance of UPT Personnel. Dairi Regency Fire Department.

It is recommended to focus more on developing personnel competencies that have a significant influence on job satisfaction and performance. This competency development program can be expanded to include technical training and soft skills, as well as providing UPT personnel. Firefighters are an opportunity to continue learning and growing.

4. Strengthening Job Satisfaction as a Driving Factor for Personnel Performance.
   Increasing job satisfaction through a supportive work environment, recognition of achievements, and support from leaders can be a strategic step. This is important considering that job satisfaction has a significant positive influence on the performance of UPT personnel. Firefighter.

5. The Use of Job Satisfaction as a Mediation Variable in Training Programs.
   In developing training programs, the Dairi Regency Fire Department can include elements that increase job satisfaction, such as evaluation and positive feedback. This can ensure that training not only improves skills, but also has a positive effect on job satisfaction which supports the improvement of UPT personnel performance. Firefighter.

6. Competency Development as a Mediating Factor for Personnel Performance.
   The Dairi Regency Fire Department is expected to consider competency development as a strategy that not only improves technical skills, but also job satisfaction. The program may include workshops, advanced training, or other skill development, which in turn will improve the performance of UPT personnel. Fire Brigade significantly.

7. Further Research on Other Mediation Factors in the Relationship between Competency Development and UPT Personnel Performance. Firefighter.

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