

Performance Improvement Through Strengthening Interpersonal Communication, Personality and Decision Making for Firefighters in Depok City, Indonesia



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ABSTRACT: This study aims to find efforts to improve officer performance, through interpersonal communication, personality, and decision making. The population in this study was fire officers in the Depok City area with a total of 161 fire officers. The sampling technique used proportional random sampling with the slovin formula with an error margin of 5%, the sample size was 115 fire officers. The data analysis method used in this research is path analysis. This research resulted in the conclusion 1) There is a positive direct effect of interpersonal communication on officer performance. 2) There is a positive direct effect of personality on officer performance. 3) There is a positive direct effect of decision making on officer performance. The most dominant variables in improving officer performance are decision making.

KEYWORDS: Decision Making, Interpersonal Communication, Performance Officer, Personality

I. INTRODUCTION

Fire and rescue officers are officers who work for the Fire and Rescue Service office in an area or city. In relation to fire hazard issues, the Depok City Fire Department, which was previously a regional technical implementation unit directly under the Department of Public Works, was formed as of February 09, 2004 based on Regional Regulation Number 16 of 2003 concerning the Organizational Structure and Work Procedures of the Depok City Government. Subsequent developments based on Depok City Regional Regulation number 08 of 2008 concerning the Organization of Regional Apparatus, the fire office agency was changed to the Depok City Fire Department. This change certainly has logical consequences for improving the ability of facilities and infrastructure as well as human resources to fulfill the main tasks and functions carried out as one of the Regional Apparatus Organizations.

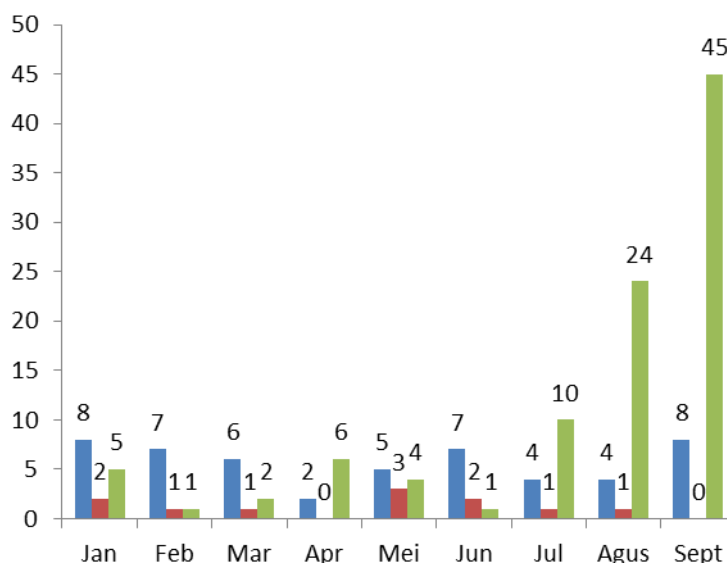
Meanwhile, developments in the field of fire management by the Central Government, in this case the Ministry of Public Works, has issued various Ministerial Regulations, one of which is very relevant to fire management in urban areas is Ministerial Regulation No. 25/PRT/M/2008 on Technical Guidelines for the Preparation of Fire Protection System Master Plan (RISPK). Technical Guidelines for the Preparation of Fire Protection System Master Plan (RISPK). RISPK Technical Guidelines aims to realize the readiness, preparedness and empowerment of the community, building managers and related agencies in preventing and overcoming fire hazards and other disasters (damkar.depok.go.id).

Based on factual data, the fire intensity in Depok city, especially in 2023, can be seen in graph 1.1. From graph 1.1, it can be seen that the intensity of fire incidents in all areas of Depok city in 2023 has increased significantly, especially in July, August and September. There were a total of 15 fires in July consisting of 10 incidents caused by others which can be seen in the green color diagram, 1 incident caused by a gas stove which can be seen in the red color diagram, then 4 incidents caused by short circuit which can be seen in the blue color diagram. In August there were 29 fire incidents consisting of 24 incidents caused by others which can be seen in the green color diagram, 4 incidents caused by short circuit which can be seen in the blue color diagram, then 1 incident caused by a gas stove which can be seen in the red color diagram.

In September there were a total of 53 fire incidents, consisting of 48 incidents caused by others which can be seen in the green color diagram, 5 incidents caused by short circuit which can be seen in the blue color diagram.

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Graph 1.1 Factual data of fire incidents per month in Depok City year 2023



Source: <https://damkar.depok.go.id/data-kebakaran/>

The factual data that shows indications or phenomena of the problem of Human Resources (HR) for firefighting and rescue in the city of Depok, can be seen in table 1.1 below.

Table 1.1 Data on the Ideal Ratio of Jurdam and rescue HR needs in Depok City Area

No.	Years	Total Jurdam	Ideal ratio of human resources per fire car unit	Number of HR shortages	Percentage HR shortage
1	2018	130	4x43Unit = 172	42	24,41%
2	2019	155	4x43Unit = 172	17	10%
3	2020	155	4x43Unit = 172	17	10%
4	2021	164	4x43Unit = 172	8	5%
5	2022	164	4x43Unit = 172	8	5%
6	2023	161	4x43Unit = 172	11	6,4%

Data processed from the source <https://damkar.depok.go.id/personil-dan-unit/>

Based on table 1.1 above, it can be seen that in the span of 2018 to 2023, fire and rescue officers in the Depok city area are seen not to meet the minimum ideal ratio of the number of officers to the quantity needed in order to carry out the duties and functions of the work unit. So that this results in the intensity of the implementation of fire suppression exceeding the capacity of the ratio of members or firefighters which has an impact on the performance of officers in terms of achieving response time.

Response time is a work target that has been standardized in the standard operating procedures of the Depok City Fire and Rescue Service, to be carried out by every firefighter. Response time is the response from receiving reports of fires, reporting fires to related units, to the preparation of facilities and infrastructure and logistics. Based on the achievement of fire suppression response time in Depok City Region in 2018 - 2022. It can be seen that the speed of firefighters in terms of response time, namely from the start of reports of fires, reporting fires to related units, preparation of facilities and infrastructure and logistics, mobilization to the scene, sizing-up the intensity of the fire, to the strategy and preparation of rescue and extinguishing operations from the time span of 2018 to 2022, there is a slowdown in the average speed of handling fire fighting on firefighters and rescue in the Depok city area in handling fire fighting tasks. This indicates that there has been a problem with the performance of firefighters and rescuers in terms of slowing down the average realization of response time.

Based on research relevant to the performance of officers or employees, the results of research conducted by (Malik & Arifin, 2021) say that based on affective event theory, performance is a positive behavior influenced by positive stimuli. Then according to (Afrianti et al., 2021) Officer task performance will increase if you can improve leadership behavior through increasing decision-making, ability, motivating ability, communication ability, ability to control subordinates, and responsibility.

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From the explanation the background of the problem above, it can be identified that there are several variables that can affect the performance of firefighters and rescue officers, namely as follows:

1. Weak interpersonal communication when officers work from preparation to implementation can have an impact on officer performance, moreover it can have an impact on organizational performance.
2. Personality that is not aligned with the firefighting and rescue work process can have an impact on officer performance.
3. Inappropriate decision-making when officers are working from preparation to implementation can impact officer performance, especially further reducing organizational performance.
4. Competence is an ability required by an officer at work, if the competence of an officer is weak, it can have an impact on his performance.
5. Job satisfaction is needed to foster calmness and comfort at work, if an officer does not feel calm and comfortable in the process of working, it will have an impact on his performance.

Based on the explanation on the background, the problems that can be formulated in this research are as follows:

1. Is there a direct effect of interpersonal communication on officer performance?
2. Is there a direct effect of personality on officer performance?
3. Is there a direct effect of decision making on officer performance?

II. LITERATURE REVIEW

The theoretical model (Grand theory) underlying this research is the theory proposed by (Robbins & Judge, 2019) and (Colquitt et al., 2021). The theory (Robbins & Judge, 2019) has three important parts of the theory of organizational behaviour namely input, process, and outcome. While the theory (Colquitt et al., 2021) in organizational behaviour focuses on improving performance and commitment in the workplace in terms of organizational mechanisms, group mechanisms, individual characteristics, individual mechanisms, and individual outcomes.

A. *Jobs Performance*

According to Stephen P. Robbins, et. al. (2019; p.492), performance (Jobs performance) is defined as the end result of an activity, with the criteria of whether these results can be said to be efficient and effective. Furthermore, according to Jason A. Colquitt, et.al (2021) p.38-42, 52-57, said that performance is a number of behaviors and contributions of organizational members to the achievement of organizational goals. Performance is reflected in the work results shown by employees. According to Wibowo. (2015), employee performance includes the level of success of employees in achieving targets set by the organization and the quality of work produced by employees. According to As'ad. (2014), employee performance is the end result of an interaction between employees and the work environment and the suitability of employees' personal characteristics with job demands. According to Schermerhorn, J. R. (2018), employee performance is the level of achievement of work objectives and the employee's contribution to the achievement of overall organizational goals. According to Armstrong, M., & Taylor, S. (2019), said that employee performance is the ability of employees to complete tasks in an effective and efficient manner, and achieve the standards set by the organization. According to Sulaiman, Z., et. al. (2019) p.113-129, employee performance includes achievement of work goals, productivity, work quality, compliance with work procedures, and employee involvement in work. According to Kreitner, R., & Kinicki, A. (2020), employee performance includes the level of success in achieving job goals, quality of work results, involvement in work, and consistency in achieving satisfactory work results.

Furthermore, according to Luthans, F., & Youssef-Morgan, C. M. (2021), employee performance includes the ability to achieve predetermined quality, quantity, and time targets, as well as contributions to the achievement of overall organizational goals. According to Greenberg, J., & Baron, R. A. (2022), employee performance is the end result of the interaction between employee personal characteristics, job demands, and the work environment which includes physical, social, and psychological aspects. According to Kahneman, D. (2011) said that effective decision making can affect workplace performance. Then according to Gallwey W. T. (2001) underlines the importance of positive and effective internal communication as a key factor in improving personal and professional performance. Furthermore, Hogan, R. (2007) classifies personality traits into three layers: core layer, emergent layer, and social layer. The influence of personality on performance is the result of the interaction between these three layers.

Based on the definitions of performance from the experts mentioned above, it can be synthesized that employee or officer performance is "the end result of an activity that is assessed based on its efficiency and effectiveness and includes the behavior and contribution of organizational members in achieving organizational goals, which is reflected in the quality of employee work". The indicators are as follows.

1. Quantity of work, the amount of work produced by employees.
2. Quality of work, the quality of work produced by employees.

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3. Effectiveness, the ability of employees to achieve goals set by the organization or supervisor in an effective manner.
4. Efficiency, which is the employee's ability to complete work by using available resources effectively.
5. Task achievement, the ability of employees to complete predetermined tasks and achieve the expected results in their work.
6. Productivity is the ratio between output and its input or the output produced per unit of input.

B. Decision Making

According to Robbins, S.P. and Judge, T.A. (2021) pp. 100-102, said that decision making means choices made from two or more alternatives. Decision making has six dimensions or indicators, namely as follows. Colquitt, J.A., J.A. Lepine & M.J. Wesson. (2019) pp. 243-245, rational decision making is a step-by-step approach to making decisions that maximize results by examining all available alternatives. According to Proctor, T. (2014) pp. 66-70, said that decision making is an activity related to problem solving. According to Haugeland, J. (2014), conveys that decision making is the process of choosing certain actions or decisions from various available alternatives to achieve certain goals. According to Hellriegel, et. al. (2019), decision making is the process of selecting the most appropriate course of action from several existing alternatives, based on a careful assessment of the available information. According to Griffin, R.W. (2017), it is conveyed that decision making is the process of choosing the best option from several available alternatives, taking into account the information and risks involved.

Furthermore, according to Schermerhorn, J.R., Hunt, J.G., & Osborn, R.N. (2017), decision making is the ability to choose the best option from several available alternatives, taking into account factors such as risks, consequences, and opportunities. According to Kinicki, A. & Williams, B.K. (2016), decision making is the process of choosing an action from several available alternatives, taking into account existing information and the goals to be achieved. According to Robbins, S.P. & Coulter, M. (2017), decision making is a series of stages that include problem or opportunity recognition, selection of decision criteria, development of alternatives, evaluation of alternatives, and selection of the best alternative. According to Daft, R.L. (2018), decision making is a series of stages that include identifying problems or opportunities, selecting decision criteria, developing alternatives, evaluating alternatives, and selecting the best alternative. According to Bazerman, M. H., & Moore, D. A. (2009) interpersonal communication can influence decision making by exploring aspects such as confirmation bias, negotiation, and influence from team mates. Then according to Mayer J. D., et. al. (2016) said that personality can affect decision-making abilities related to emotions.

Based on the definitions of decision making from the experts mentioned above, it can be synthesized that “decision making is a series of actions related to solving certain problems from various alternatives based on rationality to maximize results”, with the indicators being.

1. Define the problem, determine the problem, namely formulating the problem at hand with the criteria Urgent (urgent) and Important (important).
2. Identify the decision criteria, identifying decision criteria, namely the criteria used to determine a decision (Referring to organizational goals, use of costs, impact / benefits to be obtained).
3. Allocate weights to the criteria, allocate weights to the criteria, i.e. weighting the criteria used.
4. Develop the alternatives, i.e. formulate alternative actions/decisions to be taken.
5. Explore the possible strategies, namely formulating alternative strategies in decision making.
6. Evaluate the alternatives, which is an evaluation of the alternatives that have been formulated. Ranking is made starting from the most likely alternative to the alternative that is difficult to implement quickly and accurately.
7. Select the best alternative, which is choosing the best alternative from the available alternatives.

C. Interpersonal Communication

According to Knapp, M. L., & Daly, J. A. (2022), interpersonal communication is a process that involves the exchange of messages that include verbal, nonverbal, and contextual aspects between two or more individuals with the aim of building mutually beneficial social relationships. Then according to Adams, K., & Galanes, G. (2021), interpersonal communication is a process of interaction between individuals or small groups that involves the use of verbal and nonverbal messages to build understanding and develop close social relationships. According to Wood, J. T. (2020), interpersonal communication is a process that involves the exchange of information, ideas, and feelings between individuals through verbal and nonverbal language, which has the aim of building positive interpersonal relationships. According to Gudykunst, W. B., & Kim, Y. Y. (2019), interpersonal communication is the process of giving and receiving verbal and nonverbal messages between individuals who interact directly, with the aim of building better interpersonal relationships. According to Chen, M., & Liu, Y. (2019) p.325-341, interpersonal communication is the exchange of information and experiences between individuals through verbal or nonverbal messages with the aim of building better social relationships. According to Guerrero, L. K., et. al. (2018), interpersonal communication is a process that involves the exchange of information, understanding, and emotions between two or more individuals who interact directly, with the aim of building healthy and productive relationships.

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Furthermore, according to Chen, Y. J., & Martin, M. J. (2018) p.112-121, said that interpersonal communication is a communication process that occurs between two or more people in the context of personal relationships, which involves the exchange of verbal and nonverbal messages and the development of mutually beneficial understanding. According to Lamb, C. W., & Hair, J. F. (2017), interpersonal communication is the process of exchanging messages between two or more individuals directly involving the use of language, intonation, gestures, and specific situational contexts. According to Brennan, E., & Croft, R. (2017), interpersonal communication is a two-way interaction process between two or more individuals who influence each other, respond to each other, and create mutual understanding. According to Floyd, K. (2017), interpersonal communication is the process of exchanging messages between two or more people in an interpersonal relationship that occurs in a mutually influencing social, psychological, and cultural context. According to Bazerman, M. H., & Moore, D. A. (2009) interpersonal communication can influence decision-making by exploring aspects such as confirmation bias, negotiation, and influence from team mates.

Then according to Gallwey W. T. (2001) underlines the importance of positive and effective internal communication as a key factor in improving personal and professional performance.

Based on the definitions of interpersonal communication from the experts above, it can be synthesized that “interpersonal communication is an interaction by exchanging information between two or more people through verbal and non-verbal language related to experiences, ideas, feelings, and responses with the aim of building good, productive and positive working relationships”. There are seven indicators, namely.

1. Respond to each other; the ability of individuals to respond and provide feedback on what others say or do.
2. Build shared understanding; the process of developing mutual understanding and reaching agreement in interpersonal relationships.
3. Empathic; which is the ability to see the other person's perspective and feel their feelings. This helps in building healthy and supportive interpersonal relationships.
4. Politeness; which is the use of polite and respectful language in an interpersonal interaction.
5. Information clarity; which is a person's ability to convey messages clearly and easily understandable.
6. Information disclosure; namely a person's ability to be open in communicating with others, including in sharing personal information or feelings that may be difficult to talk about.
7. Topic suitability; a person's ability to choose appropriate and relevant topics in communicating with others.

D. Personality

According to Cervone, D., & Pervin, L. A. (2019) p.2, personality is a combination of individual psychological aspects, such as patterns of thought, emotion, and behavior that are relatively stable and last for a long time. Furthermore, according to Carver, C. S., & Scheier, M. F. (2018) p.2, personality is a collection of individual characteristics that include patterns of thinking, feeling, and behavior that are relatively stable and consistent in various situations. According to Cloninger, S. C. (2016) p.3, personality is an individual characteristic that includes the tendency to behave, feel, and think in relatively stable and consistent ways. According to Costa, P. T., & McCrae, R. R. (2018) pp. 179-197, personality is a combination of individual psychological aspects that include patterns of thinking, feeling, and behavior that are relatively stable and last over a long period of time. According to Pervin, L. A., & Cervone, D. (2018) p.3, personality is a relatively stable pattern in the way individuals respond and interact with the world around them. According to Mayer J. D., et. al. (2016) said that personality can affect decision-making abilities related to emotions. Furthermore, Hogan, R. (2007) classifies personality traits into three layers: core layer, emergent layer, and social layer. The influence of personality on performance is the result of the interaction between these three layers.

Based on the definitions of personality from the experts above, it can be synthesized that personality is a tendency in a person that is reflected through a characteristic pattern of thinking, emotions, and behavior that distinguishes one person from another in responding, interacting in various situations relatively stable and consistent. The indicators are as follows.

1. Conscientiousness (Awareness / Earnestness), namely reliable, ambitious, hard work, organized, desire for achievement, careful work, discipline, punctual / time-oriented.
2. Agreeableness: trusting others, cooperative/ willing to help, sympathetic, liked by many people, attractive, polite
3. Openness to Experience: curious, imaginative, creative, likes new ideas, complex, freedom-oriented.
4. Extraversion (Ability to establish relationships) namely happy to talk, warm in sociable / affectionate, easy interaction / joiner, passionate / passionate / energetic / passionate, active action / brave, dominant, assertive
5. Emotional Stability: calm, controlled emotions, not "over-reactive", easily satisfied/self-satisfied, comfortable mood, strong personality.

III. METHOD

This research design is quantitative research using survey methods. The quantitative research was conducted to test the research hypothesis. The population in this study was fire officers in the Depok City area of Indonesia with a total of 161 fire officers. The

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sampling technique used proportional random sampling with the slovin formula with an error margin of 5%, the sample size was 115 fire officers.

IV. RESEARCH RESULT AND DISCUSSION

The explanation of the results of this research begins with the results of descriptive statistical analysis to describe the data of each variable, then proceeds with the results of the requirements test to determine the validity of using parametric statistics in hypothesis testing and inferential results to test the hypothesis. The data collected were 115 samples of firefighters throughout Depok City, West Java. Consisting of 1 (one) Command Headquarters, and 6 Technical Implementation Units (UPT) spread across six sub-districts, namely the City Hall Post in Pancoranmas sub-district, Cimanggis Fire Unit, Cinere Fire Unit, Bojong Sari Fire Unit, Cipayang Fire Unit, and Tapos Fire Unit.

A. Data Description of Research Result

Officer Performance

The statistical description shows that the sample used in this study was 115 respondents. The maximum value for the Officer Performance variable is 163 and the minimum value is 130 with a range of 33. The average value of the Officer Performance variable is 148.40. Unit with a standard deviation of 7.041 units from the total number of respondents of 115.

Then there are 52 people (45.22%) of 115 firefighters in the city of Depok who have high performance, namely in the score range 151 to 163. Then as many as 45 people (39.13%) firefighters have moderate performance, this can be seen from the respondents' answers in the score range 142 to 149 while as many as 18 people (15.66%) firefighters have low performance, seen from the respondents' answers in the score range 130 to 141.

The absolute frequency of the highest class of Officer Performance variables is 25 respondents in the seventh class, namely in the range 154.5 - 158.5 amounting to 21.74%, while the lowest absolute frequency is 2 respondents in the first class, namely in the range 129.5 - 133.5 amounting to 1.74%. The firefighter performance variable instrument (Z) consists of 37 valid items, meaning that the theoretical score is $37 \times 1 = 37$ and the highest is $37 \times 5 = 185$, with a theoretical median score: $(37+185)/2 = 111$. The empirical score of the lowest (research results) is 111 and the highest empirical score is 185 with an empirical median score: $(111+185)/2 = 148$. Based on these data, the empirical median score (148) is much different from the theoretical median score (111). This means that the distribution of empirical scores is in the high score area, thus the performance of officers in this study is relatively high.

The results of the average score of each indicator of the officer performance variable can be seen in Table 1.2 below.

Table 1.2 Average Score of Each Indicator Officer Performance

No.	Indicator	Average Score	Category
1	Quantity of Work	3.95	Good
2	Quality of Work	4.31	Very Good
3	Effectiveness	3.90	Good
4	Efficiency	4.00	Good
5	Task achievement	4.00	Good
6	Productivity	4.00	Good
Total Average		4.03	Good

Based on Table 1.2, it can be seen that the total average score of the Officer Performance variable is 4.03, which means it is in the Good category. The indicator that has the highest average value in the Officer Performance variable is the Quality of Work indicator of 4.31, this shows that most firefighters have a strong Quality of Work in improving the performance of current firefighters. Quality of Work is a quality of work produced by firefighters in their work. While the lowest indicator score is on the effectiveness indicator of 3.90, this shows that the low work effectiveness of firefighters in carrying out fire fighting tasks, such as the ability of officers to achieve goals set by the organization / agency or superiors in an effective way.

Decision Making

The statistical description shows that the sample used in this study was 115 respondents. The maximum value for the Decision Making variable is 163 and the minimum value is 102. With a range of 61, the average value of the Decision Making variable is 136.6. Units with a standard deviation of 9.449 units from the total number of respondents of 115. Furthermore, 26 people (22.61%) of 115 firefighters in the city of Depok have a high level of decision making, this can be seen from the respondents' answers in the score range 142 to 165. Then as many as 81 people (70.43%) firefighters have a moderate level of decision making, this can be seen from the respondents' answers in the score range 126 to 141. While as many as 8 people (6.96%) firefighters have a low level of decision making, it can be seen from the respondents' answers in the score range 102 to 117.

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The absolute frequency of the highest class of decision making variables, namely 44 respondents, is in the fifth class, namely in the range 133.5 - 141.5, which is 38.26%, while the lowest absolute frequency, namely 0 respondents, is in the second class, namely in the range 109.5 - 117.5 is 0%. The firefighter Decision Making (Y) variable instrument consists of 35 valid questions, meaning the theoretical score is $35 \times 1 = 35$ and the highest is $35 \times 5 = 175$, with a theoretical median score: $(35+175)/2 = 105$. The lowest empirical score from (research results) is 105 and the highest empirical score is 175 with an empirical median score: $(105+175)/2 = 140$. Based on this data, the empirical median score (140) is very different from the theoretical median score (105). This means that the empirical score distribution is in the high score area, thus the Decision Making variable in this study is relatively high.

The results of the average score of each indicator of the decision making variable can be seen in Table 1.3 below.

Table 1.3 Average Score of Each Indicator Decision Making

<i>No.</i>	<i>Indicator</i>	<i>Average Score</i>	<i>Category</i>
1	Define the problem	3.90	Good
2	Identify the decision criteria	4.00	Good
3	Allocate weights to the criteria	3.80	Good
4	Develop the alternatives	3.91	Good
5	Explore the possible strategies	3.90	Good
6	Evaluate the alternatives	3.85	Good
7	Select the best alternative	3.93	Good
Total Average		3.89	Good

Based on Table 1.3, it can be seen that the total average score for the Decision Making variable is 3.89, which means it is in the Good category. The indicator that has the highest average value in the Decision Making variable is the Identifying Decision Criteria indicator of 4.00, this shows that the majority of firefighters have the ability to identify strong decision criteria in increasing the current level of decision making for firefighters. Identifying decision criteria is a person's ability in the process of recognizing and placing the criteria used to determine a decision (referring to organizational goals, use of costs, impacts/benefits to be obtained). Meanwhile, the lowest indicator score is found in the Weight Allocation to Criteria indicator of 3.80. This shows that the low ability to allocate weight to the decision-making criteria of firefighters in carrying out firefighting tasks, such as the ability to weight the criteria used.

Interpersonal Communication

The statistical description shows that the sample used in this research was 115 respondents. The maximum value for the Interpersonal Communication variable is 177 and the minimum value is 106. With a range of 71, the average value for the Interpersonal Communication variable is 151. Units with a standard deviation of 9,347 units from a total of 115 respondents. Then there were 61 people (53.04%) out of 115 firefighters in the Depok city area who had a high level of interpersonal communication, this can be seen from the respondents' answers in the score range of 151 to 177. Then there were 51 people (44.35%) officers firefighters have a medium level of interpersonal communication, this can be seen from respondents' answers in the score range of 133 to 150, while 3 people (2.61%) firefighters have a low level of decision making, as can be seen from respondents' answers in the score range of 106 to 123.

The absolute frequency of the highest class of the Interpersonal Communication variable, namely 45 respondents, was in the sixth class, namely in the range 150.5 - 159.5, which was 39.13%, while the lowest absolute frequency, namely 0 respondents, was in the second class, namely in the range 114.5 - 123.5 is 0%. The Interpersonal Communication variable instrument (X1) for firefighters consists of 38 valid questions, meaning the theoretical score is $38 \times 1 = 38$ and the highest is $38 \times 5 = 190$, with a theoretical median score: $(38+190)/2 = 114$. The lowest empirical score from (research results) is 114 and the highest empirical score is 190 with an empirical median score: $(114+190)/2 = 152$. Based on this data, the empirical median score (190) is very different from the theoretical median score (152). This means that the empirical score distribution is in the high score area, thus the Interpersonal Communication variable in this study is relatively high.

The results of the average score of each indicator of the interpersonal communication variable can be seen in Table 1.4 below.

Table 1.4 Average Score of Each Indicator Interpersonal Communication

<i>No.</i>	<i>Indicator</i>	<i>Average Score</i>	<i>Category</i>
1	Respond to each other	3.99	Good
2	Build shared understanding	3.98	Good
3	Empathic	4.22	Good
4	Politeness	3.87	Good
5	Information clarity	3.98	Good
6	Information disclosure	3.84	Good

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7	Topic suitability	3.90	Good
Total Average		3.97	Good

Based on Table 1.4, it can be seen that the total average score for the Interpersonal Communication variable is 3.97, which means it is in the Good category. The indicator that has the highest average value in the Interpersonal Communication variable is the Empathic indicator of 4.22. This shows that the majority of firefighters have strong empathy in increasing the level of interpersonal communication of firefighters at this time. Empathic is seeing other people's perspectives and feeling their feelings when communicating.

Meanwhile, the lowest indicator score is the information disclosure indicator of 3.84. This shows that the firefighter's low level of information disclosure in carrying out firefighting duties, such as being open in communicating with other people, including sharing personal information or feelings.

Personality

The statistical description shows that the sample used in this research was 115 respondents. The maximum value for the Personality variable is 198 and the minimum value is 142. With a range of 56, the average value for the Personality variable is 162. Units with a standard deviation of 10,769 units from a total of 115 respondents. then there were 9 people (7.83%) out of 115 firefighters in the Depok city area who had a high level of personality,

this can be seen from the respondents' answers in the score range of 177 to 198, then 39 people (33.91%) were firefighters firefighters have a medium level of personality, this can be seen from respondents' answers in the score range 163 to 176, while as many as 67 people (58.26%) firefighters have a low level of personality, as can be seen from respondents' answers in the score range 142 to 162.

The absolute frequency of the highest class of Personality variables, namely 32 respondents, was in the third class, namely in the range 155.5 – 162.5, which was 27.83%, while the lowest absolute frequency, namely 2 respondents, was in the seventh and eighth classes, namely in the range 183.5 – 190.5 amounting to 1.74%. The firefighter's Personality variable instrument (X2) consists of 40 valid questions, meaning the theoretical score is $40 \times 1 = 40$ and the highest is $40 \times 5 = 200$, with a theoretical median score: $(40+200)/2 = 120$. As for The lowest empirical score from (research results) is 120 and the highest empirical score is 200 with an empirical median score: $(120+200)/2 = 160$. Based on this data, the empirical median score (160) is very different from the theoretical median score (120). This means that the empirical score distribution is in the high score area, thus the Personality variable in this study is relatively high.

The results of the average score of each indicator of the personality variable can be seen in Table 1.5 below.

Table 1.5. Average Score of Each Indicator Personality

No.	Indicator	Average Score	Category
1	Conscientiousness	4.07	Good
2	Agreeableness	4.00	Good
3	Openness to Experience	4.02	Good
4	Extraversion	4.03	Good
5	Emotional Stability	4.07	Good
Total Average		4.04	Good

Based on Table 1.5, it can be seen that the total average score for the personality variable is 4.04, which means it is in the Good category. The indicator that has the highest average value in the personality variable is the conscientiousness and emotional stability indicator of 4.07. This shows that the majority of firefighters have strong conscientiousness and emotional stability in increasing the personality level of current firefighters. Conscientiousness is an awareness or serious attitude that is manifested in the criteria of being reliable, ambitious, hardworking, organized, passionate about achievement, working carefully, disciplined, punctual/time oriented. Then emotional stability is emotional stability which is manifested in the criteria of being calm, controlled emotions, not "over-reactive", easily satisfied/self-satisfied, comfortable mood, strong/hardy personality. Meanwhile, the lowest indicator score is the agreeableness indicator of 4.00, this shows that the low level of friendliness or friendliness or kindness of firefighters in carrying out firefighting duties, such as trusting other people, cooperative/willing to help, sympathetic, liked by many people, Look attractive and polite.

B. Normality, Homogeneity and Linearity Test

Normality Test Result

In the officer performance variable, the value of Chi square = 3.99 is obtained, while from the Chi square table for $\alpha = 0.05$ and $df = 7$, the value of Chi square table = 14.1 is obtained. Because the value of Chi square < Chi square table, then H_0 is accepted and concluded that the data or samples of officer performance variables are normally distributed.

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In the decision-making variable, the value of Chi square = 2.92 is obtained, while from the Chi square table for $\alpha = 0.05$ and $df = 7$, the value of Chi square table = 14.1 is obtained. Because the value of Chi square < Chi square table, then H_0 is accepted and concluded that the data or samples of decision-making variables are normally distributed.

In the interpersonal communication variable, the value of Chi square = 4.98 is obtained, while from the Chi square table for $\alpha = 0.05$ and $df = 7$, the value of Chi square = 14.1 is obtained. Because the value of Chi square < Chi square table, then H_0 is accepted and concluded that the data or samples of interpersonal communication variables are normally distributed.

In the personality variable, the value Chi square = 4.26 is obtained, while from the Chi square table for $\alpha = 0.05$ and $df = 7$, the value of Chi square table = 14.1 is obtained. Because the value of Chi square < Chi square table, then H_0 is accepted and concluded that the data or samples of personality variables are normally distributed.

Homogeneity Test Result

Interpersonal Communication and Performance Officer;

It is known that the F value = 1.2924 and F table at a significant level of 0.05 obtained F table = 2.11. It turns out that F value = 1.2924 < F table = 2.11 then H_0 is accepted and concluded that the two groups of interpersonal communication data and officer performance have the same variant or homogeneous.

Personality and Performance Officer;

It is known that the F value = 1.4628 and F table at a significant level of 0.05 obtained F table = 2.11. It turns out that F value = 1.4628 < F table = 2.11, so H_0 is accepted and it is concluded that the two groups of personality data and officer performance have the same or homogeneous variants.

Decision making and Performance Officer;

It is known that the F value = 1.4158 and F table at a significant level of 0.05 obtained F table = 2.11. It turns out that F value = 1.4158 < F table = 2.11 then H_0 is accepted and it is concluded that the two groups of data on decision making and officer performance have the same or homogeneous variance.

Linearity Test Result

Interpersonal Communication to Performance Officer;

From the calculation results show that the F value = 0.782 and F table at a significant level $\alpha 0.05$ obtained F table = 1.50. Because F value = 0.782 < F table = 1.50 then H_0 is accepted, and it is concluded that the regression model of Interpersonal Communication variables (X1) with Officer Performance (Z) is linear.

Personality to Performance Officer;

The calculation results show that the F value = 1.145 and F table at a significant level $\alpha 0.05$ obtained F table = 1.58. Because F value = 1.145 < F table = 1.58, H_0 is accepted, and it is concluded that the regression model of the Personality variable (X2) with Officer Performance (Z) has a linear pattern.

Decision making to Performance Officer;

The calculation results show that the F value = 0.980 and F table at a significant level $\alpha 0.05$ obtained F table = 1.50. Because F value = 0.980 < F table = 1.50, H_0 is accepted, and it is concluded that the regression model of the decision-making variable (Y) with Officer Performance (Z) is linear.

C. Indicator Analysis

Based on the correlation analysis, it can be seen that the indicator (X1.2) Building mutual understanding with the indicator (Z5) Task achievement has the highest correlation coefficient value of 0.657 which means that, the relationship between these variable indicators is in the strong category and these indicators are the most dominant among other indicators.

Then in indicator (X2.1) Serious / awareness with indicator (Z5) Task achievement has the highest correlation coefficient value of 0.640 which means that, the relationship between these variable indicators is in the strong category and these indicators are the most dominant among other indicators.

Furthermore, the indicator (Y4) Developing alternatives with the indicator (Z1) Work quantity has the highest correlation coefficient value of 0.641 which means that, the relationship between these variable indicators is in the strong category and these indicators are the most dominant among other indicators.

D. Path Analysis

After collecting and analysing the data obtained from all fire-fighters in Depok City using various required tests, the path method was used to analysis the causality model. Based on the causal model formed theoretically, the path analysis diagram and the calculation of the coefficient value of each path are obtained.

From Figure 1.1, it can be seen that the regression coefficient path of the interpersonal communication on officer performance β_{ZX1} is 0.2479, which means that there is a positive moderate effect of interpersonal communication on officer performance, then the regression coefficient path of the personality on officer performance β_{ZX2} is 0.1864, which means that there is a positive

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moderate effect of personality on officer performance. Furthermore, the regression coefficient of the decision-making path β_{ZY} is 0.4365, which means that there is a strong positive and significant effect of decision-making on officer performance.

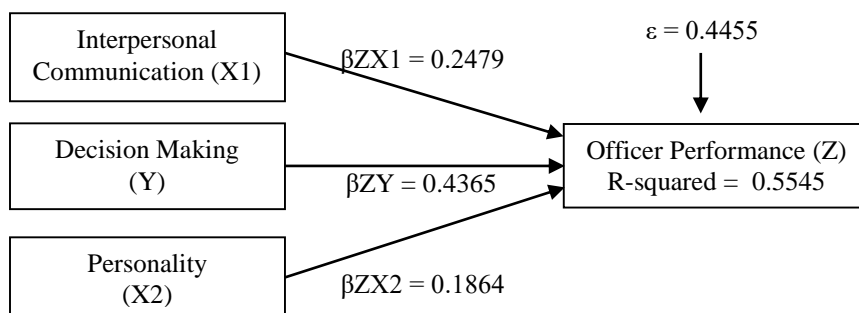


Figure 1.1 Empirical Causal Relationship Model between Variables

Based on the calculation results, it is known that the Adjusted R-squared output value is 0.5545. This means that 55.45% of the officer performance variable (Z) can be explained by the variables of interpersonal communication (X1), personality (X2), and decision making (Y), so that the remaining 44.55% or $\epsilon_z = 0.4455$ is influenced by other variables which are factors that are not in this study.

CONCLUSIONS

This research has successfully found efforts and strategies to improve the performance of firefighters in Depok City, based on these findings, it can be explained as follows:

1. There is a positive direct effect, interpersonal communication has a significant effect on the performance of firefighters. Strengthening interpersonal communication can improve the performance of firefighters in Depok City.
2. There is a positive direct effect, Personality has a significant influence on the performance of firefighters. Strengthening Personality can improve the performance of firefighters in Depok City.
3. There is a positive direct effect, Decision making has a significant effect on firefighter performance. Strengthening decision making can improve the performance of firefighters in Depok City.

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