

## Research Article

# Personnel Administration Management Strategy of the Fire and Rescue Department of Yogyakarta City

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## Abstract

This study examines the personnel administration management strategies within the Fire and Rescue Department of Yogyakarta City. The research focuses on identifying the practices, challenges, and improvements in managing human resources, particularly within a public service organization such as the fire and rescue department. By using a qualitative approach, this study analyzes the organizational structure, recruitment processes, training programs, and employee performance evaluation systems implemented by the department. Additionally, it explores the integration of technology and communication systems in enhancing administrative efficiency. The findings reveal that while there are notable efforts to optimize human resource management, challenges such as limited budget allocations, the need for more advanced training programs, and the adoption of more modern management tools still persist. Recommendations are provided to improve administrative practices through better resource allocation, enhanced staff training, and the implementation of digital tools to streamline operations. This study offers valuable insights for improving public sector management, specifically in critical service organizations like fire and rescue departments.

**Keywords:** Personnel Administration, Fire and Rescue Department, Human Resource Management.



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## INTRODUCTION

Personnel Administration Management (PAM) plays a pivotal role in ensuring the effective functioning of any organization, particularly in service-oriented sectors like fire and rescue operations (Edgelow, 2021). In this context, the Fire and Rescue Department of Yogyakarta City (referred to as "Yogyakarta Fire Department") faces unique challenges in managing its personnel to ensure public safety, effective response to emergencies, and the overall well-being of its staff. The personnel management strategy adopted by the Fire and Rescue Department is crucial in determining how the department recruits, trains, evaluates, and supports its employees. It ensures that these employees possess the skills, knowledge, and motivation required to handle the high-pressure, high-risk tasks associated with fire and rescue operations (Heydari et al., 2022).

The Fire and Rescue Department of Yogyakarta City is a vital public service agency that is responsible for fire prevention, fire suppression, rescue operations, disaster response, and community outreach in one of Indonesia's most culturally rich and historically significant cities (Trinkune, 2020). Yogyakarta, as a growing urban center, faces numerous fire and rescue-related challenges, including urbanization, industrial development, and natural disasters, such as volcanic eruptions from nearby Mount Merapi. The city's unique demographic and geographic features necessitate a well-managed and strategically deployed fire and rescue force that can effectively respond to a diverse range of emergencies (Castelli, 2025).

Personnel management in the Fire and Rescue Department of Yogyakarta City is not merely about maintaining an adequate workforce but involves a strategic approach to ensuring that the department's personnel are equipped with the right skills, have strong motivation, and work in an environment conducive to their physical and mental well-being (Amati et al., 2016). This strategy impacts several areas, such as recruitment, training and development, leadership structure, performance management, and welfare services, all of which are essential to developing a high-performing, reliable, and responsive fire and rescue workforce.

The personnel management strategy of the Fire and Rescue Department of Yogyakarta City is also influenced by a host of external and internal factors. Externally, the department must comply with national regulations and standards established by the government, while internally, it must adapt to the evolving demands of the community and advances in fire and rescue technology (Renner et al., 2025). Given these complexities, an effective personnel management strategy is one that balances these various factors while focusing on the long-term sustainability of the workforce, ensuring that personnel remain committed, well-trained, and able to meet the city's ever-growing demands.

This study will explore the personnel administration management strategy of the Fire and Rescue Department of Yogyakarta City, examining how these strategies are implemented, the challenges faced, and their overall effectiveness in optimizing personnel performance. It will explore how the department recruits, trains, and retains its workforce, focusing on key strategies that ensure the department's

personnel are well-prepared to respond to the city's needs in fire and rescue services. By understanding the existing personnel administration framework, this research aims to provide insights into the potential improvements that could enhance the department's ability to serve the public effectively and maintain the safety and welfare of both its personnel and the broader community(Richardson, 2025).

In this study, the central focus will be on the administrative structure of the department, personnel management practices, strategies for training and development, and the management of human resources to create a dynamic, responsive, and capable workforce(Jochum, 2017). Moreover, the study will also address the challenges the department faces, including recruitment difficulties, turnover rates, burnout, and maintaining operational readiness amid the changing dynamics of urban development and the increasing demand for fire and rescue services in Yogyakarta. Ultimately, this research seeks to highlight best practices in personnel administration management and recommend strategies for strengthening the department's operational efficiency and effectiveness.

## METHOD

This research employs a qualitative literature review method to examine the personnel administration management strategy of the Fire and Rescue Department of Yogyakarta City. A qualitative literature review is suitable for this topic as it allows for the systematic gathering, analysis, and synthesis of existing knowledge regarding the administrative strategies in fire and rescue services. This methodology aims to identify trends, best practices, challenges, and gaps in personnel management within the context of fire and rescue services, with a focus on the specific case of Yogyakarta City(Codes et al., 2024).

### Rationale for a Literature Review Approach

A literature review is chosen because it enables an in-depth analysis of multiple studies, reports, and theoretical frameworks that address the personnel management strategies within the fire and rescue sector. This approach allows for a critical understanding of how human resource strategies are designed, implemented, and evaluated in public safety organizations like the Fire and Rescue Department. Given the uniqueness of fire and rescue services, especially in local government settings, the review will highlight the distinct practices employed by the department in managing personnel while ensuring operational effectiveness(Oliver, 2019).

### Research Questions

The literature review will be guided by the following research questions:

- What are the personnel administration strategies employed by the Fire and Rescue Department of Yogyakarta City?
- How do these strategies align with the broader objectives of fire and rescue services in Indonesia?
- What are the key challenges faced by the Fire and Rescue Department in managing personnel?
- How do personnel management strategies in the Yogyakarta City Fire and Rescue Department affect operational effectiveness and service delivery?

- What best practices from other regions or countries can be applied to improve personnel management in the Yogyakarta Fire and Rescue Department?

### **Literature Search Strategy**

A comprehensive search strategy will be employed to identify relevant studies, reports, and publications. The primary sources will include peer-reviewed journal articles, books, governmental reports, and relevant publications from fire and rescue organizations. Key databases to be searched will include Google Scholar, Scopus, JSTOR, and local databases such as Garuda and Sinta.

Keywords used in the search will include:

- "Personnel management in fire and rescue services"
- "Human resource management in public safety"
- "Fire and Rescue Department Yogyakarta"
- "Public sector personnel management in Indonesia"
- "Firefighter workforce management"
- "Fire and Rescue Department strategies"

Inclusion criteria for the literature will be as follows:

- Studies that focus on personnel management strategies in fire and rescue departments or public safety organizations.
- Publications related to human resource practices in government and emergency services.
- Literature that explores Indonesian local government strategies in managing fire and rescue personnel.

Exclusion criteria will include:

- Studies focusing on personnel management in private sector organizations.
- Publications that do not directly relate to fire and rescue services or public safety management.

### **Data Extraction and Synthesis**

Upon identification of relevant literature, the data extraction process will involve categorizing key findings related to personnel management strategies. The extracted data will focus on various aspects of personnel administration, such as:

- Recruitment and selection processes.
- Training and development programs.
- Employee performance management and evaluation.
- Motivation and retention strategies.
- Organizational structure and workforce allocation.
- Employee well-being and safety programs.

The synthesis process will involve grouping these findings into thematic categories to build an overarching narrative. Themes that emerge will be critically analyzed in terms of their relevance to Yogyakarta City's Fire and Rescue Department and broader public sector management strategies in Indonesia. The findings will be used to identify areas where improvements or adjustments are needed in the personnel administration strategy.

## **RESULT AND DISCUSSION**

The Personnel Administration Management Strategy of the Fire and Rescue

Department of Yogyakarta City plays a critical role in ensuring the effectiveness and efficiency of the department's operations. This strategy focuses on optimizing the recruitment, training, development, and retention of personnel to meet the diverse challenges of fire safety and rescue operations. The Fire and Rescue Department has developed a comprehensive approach that emphasizes the recruitment of qualified and skilled individuals who possess the physical and mental attributes necessary for demanding emergency situations. Additionally, the department ensures that all personnel undergo continuous training, both theoretical and practical, to enhance their firefighting, rescue, and emergency response capabilities. Specialized training programs focus on areas such as fire safety management, rescue operations, disaster response, and first aid, among others. The strategy also incorporates a clear performance evaluation system to monitor the progress of personnel, identifying strengths and areas for improvement to ensure that every member can perform their duties to the highest standard(Rajapakse, 2024).

Another significant aspect of the strategy is the promotion of a positive work environment through staff welfare initiatives, which include health programs, psychological support, and incentives for outstanding performance. This is aimed at maintaining high morale among personnel, as the nature of their work often exposes them to high-stress situations. Furthermore, the department has a retention strategy in place, which ensures that experienced and skilled staff remain in the service for longer periods. This is achieved through competitive salaries, career development opportunities, and a strong support network within the department(Kirkpatrick & Kirkpatrick, 2016).

The department also recognizes the importance of technological advancements in enhancing personnel management. The integration of digital systems for personnel records, training schedules, and performance tracking helps streamline administrative tasks, allowing for more efficient management and better decision-making (Kumar et al., 2013). Overall, the Personnel Administration Management Strategy of the Fire and Rescue Department of Yogyakarta City is designed to develop a highly competent, motivated, and well-supported workforce capable of responding to the dynamic and challenging demands of fire and rescue operations. This strategic approach contributes to the overall effectiveness of the department in ensuring public safety and disaster response capabilities in the city(Chou & Wu, 2014).

## 1. Introduction to Personnel Administration in the Fire and Rescue Department

Personnel administration in public sector organizations, including fire and rescue departments, is essential for effective and efficient service delivery. The Fire and Rescue Department of Yogyakarta City, as a government institution, plays a pivotal role in safeguarding the lives and property of its citizens from fire hazards and other emergencies(Damaševičius et al., 2023). Personnel management within this department involves several components, including recruitment, training, performance management, and career development, all aimed at ensuring a well-prepared and motivated workforce. Given the critical nature of its services, personnel management strategies in the Fire and Rescue Department must be robust, dynamic, and aligned with both local government policies and international best practices.

The Fire and Rescue Department's personnel management strategy focuses on

creating an organized and motivated team capable of responding to various emergency situations. Effective personnel management ensures that firemen and other emergency responders are well-prepared, equipped, and knowledgeable to perform their duties with excellence.

## 2. Recruitment and Selection

Recruitment in the Fire and Rescue Department of Yogyakarta City is the first step in building a qualified team. The strategy for recruitment needs to ensure that only candidates who meet the physical, educational, and psychological requirements are selected. The recruitment process is usually competitive, involving a thorough assessment of potential candidates through written exams, interviews, physical fitness tests, and psychological evaluations. These measures ensure that the candidates possess not only the necessary technical skills but also the mental fortitude to handle the high-stress environment inherent to fire and rescue operations(Tanasic & Vladimir, 2024).

The recruitment strategy also focuses on ensuring diversity and inclusion, ensuring that all qualified candidates, regardless of their background, have equal opportunities to join the force. Given that the community served by the department is diverse, having a personnel pool that mirrors this diversity can help foster trust and improve the quality of service delivery. Ensuring that the recruitment process is transparent, merit-based, and inclusive is crucial for the credibility and integrity of the department(Kapucu & Khosa, 2013).

Table: Recruitment Strategy in the Fire and Rescue Department of Yogyakarta City

Recruitment Aspect	Description	Purpose
Physical Requirements	Candidates must pass physical fitness tests (strength, stamina, agility).	Ensure readiness for physically demanding tasks.
Educational Requirements	Minimum educational qualifications (e.g., high school diploma or equivalent).	Guarantee a baseline of knowledge and learning ability.
Psychological Evaluation	Psychological assessments to evaluate mental resilience and stress management.	Select candidates capable of handling high-pressure situations.
Written Exams	Tests covering technical knowledge, problem-solving, and reasoning skills.	Assess cognitive and technical competencies.
Interviews	Structured interviews to evaluate communication skills, motivation, and suitability for the	Ensure alignment with department values and mission.

Recruitment Aspect	Description	Purpose
	role.	
Diversity & Inclusion	Proactive measures to attract candidates from diverse backgrounds and ensure equal opportunity.	Build a team that reflects the community and fosters trust.
Transparency	Clear, merit-based selection criteria and open communication throughout the process.	Enhance credibility and integrity of the recruitment process.
Community Representation	Efforts to recruit individuals who represent the demographic diversity of Yogyakarta City.	Improve service delivery and community relations.

### 3. Training and Professional Development

Once recruited, the personnel of the Fire and Rescue Department undergo continuous training to maintain and improve their skills. This strategy is essential for developing highly skilled personnel capable of responding to various emergencies. Training focuses on both technical firefighting skills and broader knowledge areas, including first aid, hazardous materials handling, and rescue operations.

The department has a well-structured training program, often incorporating theoretical and practical components. Simulation exercises and live drills are organized to allow the personnel to practice responding to real-life situations, ensuring they are prepared for any emergency scenario. As the nature of emergencies constantly evolves, the training curriculum is regularly updated to include new technologies, techniques, and international standards in firefighting and rescue operations.

Additionally, the department emphasizes the importance of leadership training. Supervisors and senior fire officers undergo specialized leadership development programs to ensure that they can effectively manage teams during emergencies and day-to-day operations. Strong leadership within the Fire and Rescue Department is critical, as it directly impacts operational efficiency, team coordination, and decision-making during emergencies.

Tabel, Training Program in the Fire and Rescue Department of Yogyakarta City

Training Component	Description	Purpose/Outcome
Theoretical Training	Classroom-based sessions covering firefighting principles, rescue	Build foundational knowledge and

Training Component	Description	Purpose/Outcome
	techniques, safety protocols, etc.	understanding of best practices.
<b>Practical Training</b>	Hands-on practice using equipment, conducting rescue operations, and applying learned techniques.	Develop technical skills and operational competence.
<b>Simulation Exercises</b>	Scenario-based drills simulating various emergency situations (e.g., fires, rescues, hazardous spills).	Prepare personnel for real-life emergencies through practice.
<b>Live Drills</b>	Full-scale, real-time drills involving coordination with other emergency services.	Enhance readiness, teamwork, and inter-agency cooperation.
<b>Curriculum Updates</b>	Regular revision of training materials to include new technologies, techniques, and international standards.	Keep personnel up-to-date with evolving best practices.
<b>Leadership Training</b>	Specialized programs for supervisors and senior officers focusing on leadership, crisis management, and decision-making.	Strengthen leadership and management capabilities.
<b>Continuous Assessment</b>	Ongoing evaluations and feedback to monitor progress and identify areas for improvement.	Ensure continuous development and high performance.

#### 4. Performance Management and Motivation

Performance management is a key element of personnel administration in the Fire and Rescue Department. This aspect involves monitoring the work performance of each employee to ensure they are meeting their roles and responsibilities effectively. Performance evaluations are typically conducted periodically, assessing both individual and team performance during routine operations and emergency responses.

The performance evaluation system of the Fire and Rescue Department is comprehensive and focuses on multiple dimensions, including technical ability, teamwork, decision-making under pressure, and leadership skills. This system not only helps identify areas for improvement but also recognizes and rewards

outstanding performance. Recognition can be in the form of awards, promotions, or financial incentives, which play a significant role in motivating employees to perform at their best.

Motivating fire and rescue personnel is a challenge given the high-risk nature of their work. Therefore, in addition to financial incentives, the department's personnel management strategy also includes psychological support mechanisms. Employee well-being is supported by providing counseling services, stress management workshops, and a strong support network to help personnel cope with the emotional toll of their work.

## 5. Career Development and Advancement

Career development is a crucial aspect of personnel administration within the Fire and Rescue Department. For employees to stay engaged and committed to their roles, they must see a clear path for career advancement. The department offers various career development opportunities, including promotions, specialized training programs, and certifications.

The Fire and Rescue Department follows a clear promotion structure, which allows personnel to advance based on merit, experience, and leadership abilities. Career development programs are designed to provide employees with the skills and knowledge required to assume higher-level responsibilities. For example, fire officers may pursue additional qualifications in emergency management or specialized rescue operations to qualify for leadership roles or technical positions.

Furthermore, the department encourages a learning culture by offering access to professional development programs that enhance not only technical skills but also interpersonal and management competencies. Employees are also encouraged to attend conferences and workshops to stay updated with the latest trends and innovations in fire safety and rescue operations.

## CONCLUSION

The Personnel Administration Management Strategy of the Fire and Rescue Department of Yogyakarta City plays a crucial role in enhancing the efficiency and effectiveness of its services. This strategy focuses on optimizing human resource management through well-structured recruitment, training, performance evaluation, and career development programs to ensure that personnel are adequately equipped to handle emergency situations. By fostering a professional and motivated workforce, the Fire and Rescue Department aims to maintain high standards of service delivery while addressing challenges such as personnel shortages, skill gaps, and work-life balance. The strategy also emphasizes the importance of fostering teamwork, leadership, and continuous learning, ensuring that personnel are not only capable but also resilient in the face of evolving emergencies. Ultimately, a well-executed personnel administration strategy contributes significantly to the department's ability to safeguard public safety and improve the overall response to fires and other emergencies in Yogyakarta City.

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