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Performance Evaluation of the Fire and Rescue Service in Handling Fire Problems in Ambon City

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Abstract

This study addresses a significant gap in decentralized emergency service governance by critically examining the institutional, operational, and jurisdictional dimensions of fire service performance in Ambon City. Existing studies predominantly focus on response time and infrastructural adequacy, offering limited analytical engagement with governance complexity and boundary-related challenges. Accordingly, this research investigates not only operational compliance but also broader structural factors that influence performance outcomes. Employing a qualitative case study approach, the study draws on in-depth interviews with fire and rescue officers, fire victims, and eyewitnesses, and on the analysis of institutional documents and Standard Operating Procedures (SOPs). Data were analyzed thematically to identify patterns in compliance, professional conduct, and inter-organizational coordination. The findings demonstrate that overall performance is institutionally robust, with officers generally adhering to the 15-minute response standard and established operational protocols. Nevertheless, procedural deviations persist in high-pressure situations, indicating constraints related to supervision, training, and resource allocation. Importantly, the study reveals recurring cross-jurisdictional responses to incidents in Central Maluku Regency, generating administrative ambiguity and ethical tension. By situating performance evaluation within a multi-level governance framework, this research advances a more comprehensive analytical model that integrates operational effectiveness with intergovernmental coordination, thereby contributing conceptual novelty to the study of local public service performance.

Keywords: *Fire and Rescue Service, Performance Evaluation, Governance, Ambon City*

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INTRODUCTION

The performance of government agencies constitutes a fundamental measure of the government's capacity to deliver public services and ensure equitable welfare distribution (Mangkunegara A. P., 2004).

In essence, performance refers to measurable work outcomes based on quality and quantity standards achieved by individuals or institutions in carrying out their duties and responsibilities (Yoon, 2021). It reflects the extent to which public organizations fulfill their mandates and identify areas requiring improvement (Fitri et al., 2023).

Performance is therefore understood as the result of the interaction between ability, effort, and

opportunity, which can be assessed through measurable indicators (Sulistiyani, 2003).

Performance evaluation plays a strategic role in ensuring that employees operate in accordance with established service standards and organizational objectives. It serves not only to document and recognize work results but also to motivate employees, guide career development, and improve institutional effectiveness (Hameduddin & Vivona, 2023). In both public and private organizations, evaluation mechanisms are essential for aligning employee performance with institutional vision and mission, identifying competency gaps, and designing targeted human resource development programs (Aguilera et al., 2024; Boukamcha, 2023; Jiang, 2026; Suherman et al., 2024).

In Indonesia, Government Regulation Number 46 of 2011 concerning the Assessment of Civil Servant Work Performance establishes four primary performance indicators: quantity, quality, time, and cost. These indicators provide a standardized framework for evaluating public sector performance, including that of firefighters and rescue personnel.

Despite the availability of formal performance indicators and regulatory frameworks, performance evaluation in emergency response agencies often remains focused on administrative compliance rather than on outcome-based effectiveness (Star et al., 2025; Su et al., 2025).

In high-risk sectors such as firefighting, performance cannot be assessed solely through internal reporting mechanisms; it must also reflect responsiveness, operational readiness, and the capacity to manage fluctuating disaster trends. It indicates a practical problem: although performance evaluation systems formally exist, their application may not fully capture the operational realities and service effectiveness of fire and rescue agencies (Fauzi et al., 2024; Komsionchi Eslamzadeh et al., 2022).

Previous studies have extensively discussed performance measurement in public administration (Mangkunegara, 2011; Mangkunegara & Prabu, 2005; Yoon, 2021) and the importance of evaluation for human resource development (Hameduddin, 2023; Jiang, 2026). However, limited research specifically examines the performance evaluation of municipal fire and rescue services, particularly in regions with fluctuating fire incidence patterns.

Moreover, empirical studies that integrate regulatory performance indicators with actual disaster trend data remain insufficient, especially in Ambon City. This gap highlights the need for a focused analysis of how performance standards are implemented within operational emergency services.

The Ambon City Fire and Rescue Service is a municipal government agency responsible for protecting citizens from fire hazards. Its establishment and functions are grounded in the Decree of the Minister of Manpower of the Republic of Indonesia No. KEP. 186/MEN/1999 concerning Fire Fighting Units in the Workplace and further regulated at the local level through Mayor Regulation (PERWALI) Number 38 of 2016 concerning Organizational Structure and Work Procedures.

The agency's functions include formulating and implementing technical policies in firefighting and rescue, conducting evaluations and reporting, administering departmental activities, and

performing other duties assigned by the Mayor. As the first line of response in fire emergencies, firefighters are required to demonstrate rapid, coordinated, and effective action in disaster situations (Rahmadhani & Alhadi, 2021).

The issuance of PERWALI No. 38 of 2016 reflects the local government's recognition of fire risks as potential disruptions to economic stability, public safety, and social mobility in Ambon City (Lisan & Tauran, 2025).

Fire incident data between 2019 and 2023 indicate a fluctuating yet persistent pattern of fire occurrences. In 2019, 83 fires were recorded; in 2020, the number increased to 91, the highest during the period. Although cases declined significantly to 53 in 2021 and 52 in 2022, the figure rose again to 76 in 2023. Rather than merely showing numerical variation, this trend suggests structural vulnerability and recurring fire risks within the city.

The sharp increase in 2020 and the rebound in 2023 indicate that preventive and response mechanisms may not yet be consistently effective. Such fluctuations underscore the importance of evaluating not only the administrative performance of the Fire and Rescue Service but also its operational capacity in addressing dynamic emergency conditions.

In this context, the objective of this study is to analyze and evaluate the performance of the Ambon City Fire and Rescue Service using established public-sector performance indicators to assess its effectiveness in responding to fire incidents and supporting urban public safety governance.

RESEARCH METHODS

This study employs a qualitative research approach. According to Creswell & Poth (2016), qualitative research is used to explore and understand the meanings individuals or groups attribute to social or human problems. Similarly, J. Moleong & Lexy (2018) states that qualitative research seeks to understand phenomena such as behavior, perceptions, motivations, and actions experienced by research subjects holistically, presented in descriptive form through words and language. This approach produces descriptive data in the form of written and spoken words derived from observable informants. This research applies a descriptive qualitative design to provide a systematic and accurate description of the phenomena under study. The design is considered appropriate because the study aims to describe and analyze processes, experiences, and perspectives in their natural setting without manipulation. The locus of this research is Ambon City, specifically at the Fire and Rescue Service of Ambon City. The informants were selected using purposive sampling, meaning they were chosen based on specific considerations related to the research objectives. The informants were key officials and operational staff within the Fire and Rescue Service with direct knowledge and experience relevant to the study's focus.

Data collection was conducted through interviews and observation. In-depth interviews were conducted to obtain detailed information on the experiences, perceptions, and roles of the informants. Observation was undertaken directly at the research site to examine activities and work processes, thereby supporting and enriching the data obtained from interviews. Data analysis followed the interactive model of Huberman & Miles (2002), which includes data

reduction, data display, and conclusion drawing/verification.

Data reduction involved selecting, focusing, and simplifying the raw data obtained from the field. Data display was conducted by organizing the data systematically to facilitate interpretation.

Finally, conclusions were drawn and continuously verified throughout the research process to ensure consistency and accuracy. To ensure data validity, this study employed triangulation techniques, including source and method triangulation. Source triangulation involved comparing information from different informants, while method triangulation involved comparing data from interviews and observations. In addition, member checking was implemented to confirm the accuracy of the findings with the informants.

RESULT AND DISCUSSION

Fire Data

The city of Ambon itself often experiences fires, as evidenced by data published by the Ambon City Fire and Rescue Service, which states that the number of fires in eight subdistricts from 2018 to 2022 has been recorded as follows:

Table 1. Summary of the Number of Fires that Occurred in Ambon City by District, 2018-2022

No.	Subdistrict/ Regency	2018	2019	2020	2021	2022
1	Baguala	5	5	14	4	3
2	Leitumur Selatan	77	84	92	50	49
3	Nusaniwe	4	1	2	-	-
4	Sirimau	-	4	3	4	-
5	Teluk Ambon	5	11	4	9	4
6	Maluku Tengah	-	4	3	4	-

Source: Fire and Rescue Department, Ambon City

The data above show that non-natural disasters that pose a latent threat to communities in urban areas are fire-related. Therefore, this study is very interesting because it will examine the performance and performance evaluation results of firefighters in two regencies/cities. It means that firefighters based in the administrative area of Ambon City must take part in handling fire problems outside their working area, namely Central Maluku Regency, in accordance with the data in Table 6 above. One of the biggest fire tragedies in Ambon City occurred in 2022, where the fire burned down more than a hundred community stalls and residents' houses. This incident occurred in the Sirimau sub-district, precisely in the "Lorong Tahu" area on December 9, 2022. Two people lost their lives in the incident, namely two adult men aged 37 and 39, who died as a result of the incident. The victims were burned along with hundreds of stalls and several residents' homes. In addition, in April 2024, another fire burned down three businesses and several residents' homes. The following are pictures taken after the fire:

Figure 1. Post-fire business unit in Poka Village (roundabout)
Source: Researcher, 2024

Figure 2. Resident's houses after the fire in Poka Village (roundabout)
Source: Research, 2024

This pictures above show the condition of buildings after a fire in Teluk Ambon Subdistrict, Poka Village.

Performance Analysis

Quantity

The quantity of the Ambon City Fire and Rescue Service refers to the numerical availability of personnel, facilities, and equipment to carry out its functions. The agency has 167 personnel distributed across three stations: the headquarters in the city center, the Baguala Passo support station, and the Hative Kecil support station. Its operational fleet consists of 10 PTO tank cars, 2 portable cars and pumps, 2 equipment box cars, 1 ladder car, 1 ambulance, 3 three-wheeled vehicles, 3 portable pumps, 3 floating pumps, and 2 tank trucks with capacities ranging from 2,500 to 12,000 liters. Supporting equipment includes 10 fire bags for forest and land fires, 30 light fire extinguishers, 2 bee evacuation suits, 7 senso machines, and 1 branch cutting senso machine.

From a critical perspective, these resources indicate that the agency has a structured operational base. But, capacity theory emphasizes that quantity must be assessed relative to service demands, geographic conditions, and risk levels.

With 167 personnel divided into shifts, the number of staff available per incident may be limited, particularly during simultaneous emergencies. Likewise, although the fleet is varied, the availability of only one ladder car and one ambulance may restrict response capacity in large-scale or high-rise incidents. The distribution of stations across three locations reflects an effort to improve spatial coverage. The presence of floating pumps and forest fire equipment also shows adaptation to Ambon's geographic and environmental conditions. It aligns with the view that organizational capacity is not only about numerical adequacy but also about contextual suitability.

These findings suggest that while the agency meets basic quantitative requirements, future planning should consider workload analysis, urban growth, and trends in disaster risk (Kurnia et al., 2023). Strengthening surge capacity and ensuring proportional distribution of specialized equipment would enhance operational readiness and institutional resilience.

Quality

The performance quality of the Ambon City Fire Department employees is assessed through seven interrelated dimensions: response speed, professionalism and expertise, preparedness and equipment maintenance, safety level, teamwork, public service and community education, and evaluation and learning. These dimensions provide a comprehensive framework for evaluating how effectively personnel perform fire suppression, rescue, and prevention duties.

Response speed, particularly response time, is a central indicator of operational performance. Rapid arrival at fire scenes increases the probability of saving lives and limiting material losses. However, response speed is not solely determined by physical arrival time; it also depends on effective communication and coordination between field teams and the control center. From an emergency management perspective, this reflects operational efficiency and command-and-control capacity (Olsén et al., 2023). Delays may indicate structural constraints such as traffic

conditions, station distribution, or communication gaps rather than individual shortcomings.

Professionalism and expertise encompass training, technical competence, and decision-making ability under pressure. Performance theory emphasizes that skill-based capacity strengthens organizational reliability, particularly in high-risk environments where rapid judgment is required (Wheldon, 2025). Continuous training ensures that personnel can adapt to diverse scenarios, including structural fires, rescue operations, and disaster response. Weaknesses in this dimension would directly affect operational outcomes and public trust.

Preparedness and equipment maintenance highlight the relationship between readiness and service reliability. Well-maintained equipment and physically and mentally prepared personnel reduce operational risk and increase effectiveness. In organizational capacity theory, this dimension represents the sustainability of service delivery. Equipment availability without proper maintenance would undermine actual performance, illustrating the gap between formal capacity and functional capacity (Saputra et al., 2024).

Safety level, particularly the adequacy and use of personal protective equipment (PPE), reflects institutional commitment to risk management (Santos et al., 2025). Firefighting is inherently hazardous; therefore, ensuring officer safety is both an ethical obligation and a strategic necessity. High safety standards reduce injury rates and preserve workforce continuity, reinforcing long-term organizational resilience.

Teamwork involves internal collaboration and coordination with other agencies. Fire and rescue operations often require inter-agency cooperation, making collective performance more critical than individual competence. Theoretical models of collaborative governance suggest that effective coordination enhances situational awareness and accelerates decision-making during emergencies (Nie & Fan, 2023).

Public service and community education extend performance beyond reactive response. Prevention programs, public outreach, and responsiveness to community reports represent a shift from reactive to proactive service delivery (Clark et al., 2023). It aligns with public service theory, which views citizens not only as service recipients but also as partners in risk reduction.

Finally, evaluation and learning reflect adaptive capacity. Post-incident evaluations and the adoption of new technologies enable continuous improvement. Learning organizations are better positioned to respond to evolving risks, including urban expansion and climate-related hazards (Gaborit, 2022; Imam Sufardi et al., 2024). Without systematic evaluation, performance improvement becomes incidental rather than institutionalized.

Overall, the findings indicate that employee performance quality in the Ambon City Fire Department should be understood as multidimensional and interconnected. Strength in one dimension cannot compensate for weaknesses in others. Integrating operational efficiency, professional competence, safety standards, collaboration, public engagement, and institutional learning creates a more analytically robust understanding of performance

and highlights areas for strategic improvement.

Time

Timeliness in the Ambon City Fire Department reflects the degree of accuracy and precision with which personnel carry out operational and administrative duties. It is assessed through six main criteria: response speed to incidents, personnel readiness, speed in equipment preparation and use, execution of additional tasks, time management in reporting and administration, and responsiveness in prevention and outreach activities. Here are the descriptions:

First, response time to incidents remains the most visible indicator of timeliness. It contains both travel time to the location and the speed of coordination between the field team and the control center, as response time is a core measure of operational effectiveness because early intervention significantly reduces the risk of escalation (Zeng et al., 2025). However, timeliness should not be interpreted narrowly as physical arrival alone; rapid communication, dispatch accuracy, and on-site tactical decisions are equally decisive. Delays may reflect systemic constraints, such as infrastructure or dispatch procedures, rather than individual inefficiency, indicating the importance of structural analysis in performance assessment.

Second, personnel readiness, including attendance discipline and effective shift rotation, demonstrates temporal reliability. Organizational performance theory emphasizes that punctuality and workforce availability are prerequisites for service continuity (Chatterjee et al., 2023). If shift arrangements are not optimized, the actual operational strength at a given time may fall below formal staffing levels. Thus, timeliness is closely linked to human resource management practices.

Third, speed in equipment preparation and maintenance indicates technical readiness. The rapid deployment of vehicles and tools during emergencies depends on systematic maintenance and standardized preparation procedures (Kangana et al., 2024). This dimension bridges structural resources and operational performance. Equipment that exists but requires excessive preparation time weakens real-time effectiveness.

Fourth, speed in carrying out additional tasks, including emergency adaptability and tactical decision-making, reflects dynamic timeliness. Fire incidents often evolve rapidly, requiring immediate situational assessment and strategy adjustment (Guerrero et al., 2023). The ability to implement effective tactics under time pressure illustrates not only technical competence but also organizational agility.

Fifth, time management in reporting and administration expands the concept of timeliness beyond field operations. Accurate and prompt incident reporting, documentation, and participation in regular training contribute to institutional accountability and learning (Hinsberg & Lamanna, 2024). Hence, timely documentation supports transparency, performance evaluation, and policy improvement. Administrative delays may hinder organizational learning and inter-agency coordination.

Sixth, responsiveness in prevention and socialization activities demonstrates proactive timeliness. Quick implementation of prevention programs and building safety inspections reflects a shift from reactive to anticipatory governance

(Awamleh & Sicre, 2024). Timely preventive measures can reduce incident frequency, thereby improving overall service outcomes.

Overall, timeliness in the Ambon City Fire Department should be understood as a multidimensional construct encompassing operational speed, administrative discipline, technical readiness, and preventive responsiveness. Disciplined personnel management, efficient equipment systems, and timely institutional learning must support strong performance in emergency response.

Tightening these interconnected dimensions will enhance not only immediate response effectiveness but also long-term organizational resilience and public accountability.

Cost

Costs are an important aspect for Ambon City Fire Department employees to improve operational functions and effectiveness, as well as employee welfare. The following are some types of costs that are generally required: 1) Employee salaries and allowances, which include basic salaries, performance allowances, and risk allowances. 2) Training and development, which covers the costs of training and special certification. 3) Procurement and maintenance of equipment, which includes operational vehicles, firefighting equipment, and personal protective equipment (PPE). 4) Employee welfare, which relates to health and life insurance, as well as welfare programs. 5) Operations and logistics, which refer to daily operational costs, as well as communication and technology costs. 6) Facility maintenance costs, which concern the maintenance of fire stations, and construction or renovation. 7) Fire education and prevention programs, which involve costs for community outreach and training, as well as inspection or supervision costs. 8) Emergency budget, which involves reserve funds for major disasters.

Overall, the theoretical implication of this suggests that a balanced and strategic allocation across these cost categories should strengthen operational effectiveness, employee welfare, institutional resilience, and preventive capacity. Financial resources function not merely as administrative expenditures but as strategic investments that shape both immediate response performance and long-term disaster risk management outcomes.

Performance Evaluation
Quantity

Based on the study's results, there are several categories of employment status in the Fire and Rescue Service: civil servants, PPPK, contract workers, and PHL. Civil servants and PPKs are recruited through the CASN selection process and have full responsibilities that distinguish them from other employees, including additional duties such as 24-hour BKO plus 6 hours of work. Contract employees are recruited and approved through a letter issued by the City Secretary. The Department's head appoints PHL employees. PHL employees are daily casual workers, so their working hours differ from those of ASN employees (there is no BKO requirement).

An explanation of the Ambon City Fire and Rescue Service's staffing shows that it has adequate resources to carry out firefighting duties. With a personnel of 167 people, as well as various types of fleets including tank trucks and firefighting equipment, this department must increase the number of fire stations along with various

equipment and recruit additional personnel to optimize performance in handling fire problems in Ambon City, as well as fire problems on Ambon Island even though it is not part of the administrative area of Ambon City, because it is included in the Central Maluku Regency.

Quantity

The performance quality of the Fire and Rescue Service shows how well they perform their duties and respond to incidents. Based on research findings, several measures assess officers' performance in the field, namely response time, compliance with SOPs (Standard Operating Procedures), and skills and competencies in firefighting and rescue activities. Response time is a term used by the Fire and Rescue Service to describe the time it takes to respond to public reports, prepare personnel for deployment, and deploy personnel to the fire site for the first time. The entire response time process must be completed within 15 minutes.

The study's results show that personnel have met the response time requirement as evidenced by the explanation of the Secretary of the Ambon City Fire and Rescue Service, who explained that their officers and personnel are always on standby, with their readiness demonstrated by preparing equipment and placing all equipment in their perspective positions, including water trucks that are already filled with water, as it is highly unlikely that the water trucks would be empty. As a result, when a fire occurs, officers no longer need to prepare equipment in advance, let alone wait to fill up with water, which would certainly hinder their response time to reports from the community requiring them to arrive at the scene of the fire within 15 minutes of receiving the call or report. Thus, if a fire occurs and a report is received from the community, officers need only change their clothes and go directly to the scene, because they are always racing against time.

Response Time is also a key criterion for evaluating personnel's performance when submitting annual reports to their superiors. Standard Operating Procedures are guidelines that must be followed by every officer when performing firefighting duties. Yet, research findings show that officers still commit violations of SOPs when performing their duties as firefighters, as evidenced by the Firefighting Operations Control and Investigation Division, which explains that, when a firefighting team is deployed to a fire scene, the fire truck is often over capacity. According to the SOP, the fire truck should carry only six officers: the driver, commander, and four in the back. However, the study's findings show that officers often ride in firefighting units with more than six people, up to 10. Thus, this violation of SOPs is dangerous because it can endanger officers on duty. Consequently, the head of the Fire and Rescue Service must reprimand officers who violate the SOP to prevent further losses; additionally, violations of the SOP must be assessed annually by the Fire and Rescue Service.

Skills and competencies are important factors in assessing officers' ability to handle firefighting and other rescue operations. Based on the study's results, the Fire and Rescue Service requires every officer to undergo firefighting training 1 and firefighting skills training 2. However, newly recruited officers of the Fire and Rescue Service are not immediately enrolled in training. Instead, as part of their adjustment period, they undergo an initial

orientation that includes familiarization with the trucks and equipment used when responding to fire scenes. It is intended to help firefighters master basic skills, such as using equipment, identifying equipment, and operating fire trucks, for those who can drive four-wheeled vehicles. The term used at this stage is known as Task Introduction Orientation.

Once officers have understood their tasks at the initial stage, they must undergo firefighting training at levels 1 and 2. Firefighting training 1 was conducted in Ambon. Considering the cost of sending 60 officers to attend the training, the Head of the Fire and Rescue Service brought the instructors to Ambon City. Training 1 was conducted at several locations, including Passo (transit), Liang, and the Masariku Army complex. During the training, various materials must be studied, namely rescue, handling dangerous situations such as snakes and wasp nests, first aid, and MMFAR. For Firefighting Training 2, it is conducted after participants (officers) complete Training 1. Therefore, officers need to complete the entire Training 1 program, as it serves as the foundational basis before proceeding to more specialized training stages.

Time

The results show that response time is the main indicator of how effectively officers perform their duties. When officers receive a fire report, they must immediately respond by directing personnel to the fire location to extinguish the fire. According to the SOP, officers have only 15 minutes to ensure the first spray is applied at the fire location. It is an absolute requirement that all personnel must obey to ensure the agency's performance report remains strong and to demonstrate officers' dedication to the community.

In addition, work schedules and shifts are also divided into several types, such as BKO and regular duty officers. BKO is required to carry out 24-hour BKO duties. BKO shifts are arranged on a 24-hour duty schedule plus 6 hours of work. It is done as a form of anticipation and preparedness for officers in the event of a fire, so that there is no shortage of officers to deploy to the fire or rescue location.

Meanwhile, officers who are not civil servants and are categorized as daily casual workers (PHL) are only required to carry out their duties without additional workloads, such as BKO. For equipment preparation time, whether it be tactical equipment, vehicles, or water tanks, preparations have been made since officers returned to duty or carried out firefighting operations. Water tanks must also be filled at all times. It is intended that the equipment is always ready for use at any time to respond to community reports, whether related to fires or other tasks such as emergencies and rescues. In addition, officers must routinely file incident reports after taking action.

Furthermore, officers are required to attend training and education sessions at specified times. Finally, officer evaluations are related to the annual fire prevention socialization process for the community, carried out by officers. The results of the socialization show that the community's understanding of prevention efforts is not yet very deep.

With the socialization activities carried out every year, the community will gain a better understanding, and it is hoped that fire problems in Ambon City can be minimized.

Costs

The findings show that Ambon City Fire and Rescue Service employees are funded through the State Budget (APBN) and the Ambon City Budget (APBD), which covers basic salaries, employee allowances, and risk allowances. Salaries and welfare (insurance and other programs) for civil servants and PPPK employees are sourced from the State Revenue and Expenditure Budget, while salaries for contract and PHL (daily casual) employees are sourced from the APBD (Regional Revenue and Expenditure Budget). The costs of procuring and maintaining equipment and facilities, such as fire stations and buildings, are the responsibility of the Ambon City government and are accommodated by the APBD.

In addition, the costs of training and development, as well as special certification, are also accommodated by the Ambon City APBD. The costs of socialization and fire prevention are the responsibility of the Ambon City government. The emergency budget for the Ambon City and Rescue Agency comes from the State Budget (APBN) and the Regional Budget (APBD).

Moreover, as explained above, the budget item that often burdens the Ambon City government in its efforts to improve employee competence is education and training for newly recruited employees. As explained earlier in the section on quality, the Ambon City government cannot send all newly recruited employees to attend education and training activities in Jakarta due to budget constraints.

Therefore, the head of the Fire and Rescue Service adopted another solution: bringing instructors to Ambon City to deliver the material directly. As a result, the Fire and Rescue Service was able to carry out education and training activities without depleting the regional budget.

CONCLUSION

The results of this study indicate that the Fire and Rescue Service of Ambon City has generally performed well. The availability of facilities and infrastructure is considered adequate and has effectively supported officers in carrying out fire suppression and rescue duties.

Overall, the service demonstrates a strong operational foundation, reflected in its ability to respond to incidents and maintain service delivery standards within its jurisdiction. From an operational and human resource perspective, several important findings emerged. The Service has proposed establishing two additional posts in the Nusaniwe and South Leitimur districts to improve coverage across Ambon City. This expansion would allow for a more strategic division of service areas, ensuring that the nearest station can respond promptly when a fire occurs. Recruitment is conducted through multiple schemes, including CASN (Civil Service Candidate) selection for civil servants and PPPK personnel. At the same time, contract and PHL employees are appointed in accordance with the regulations of the Ambon City Government and formalized through approval from the City Secretary. All personnel are required to adhere to applicable SOPs to maintain professionalism. The 15-minute response time serves as a critical performance benchmark for handling community reports. However, the Service still requires additional budget allocations, particularly to support education and training programs for newly recruited personnel.

Regarding governance and administrative boundaries, the study found that the Ambon City Fire and Rescue Service occasionally responds to emergencies within Central Maluku Regency. The lack of clearly enforced jurisdictional boundaries creates a moral and professional dilemma. On one hand, refusing to respond to emergency calls outside Ambon City may generate negative public perceptions.

On the other hand, responding to such calls may exceed their formal authority and institutional mandate. This situation places additional pressure on officers and raises concerns regarding accountability and intergovernmental coordination. Based on these findings, this study recommends strengthening institutional coordination between the Ambon City Government and the Central Maluku Regency Government.

Specifically, it is recommended that the Fire and Rescue Service formally notify the Central Maluku Regency Government of the need to establish fire stations within its own jurisdiction, particularly on Ambon Island. This policy measure would help clarify operational boundaries, reduce institutional strain, and ensure that each local government fulfills its respective responsibilities. Ultimately, clearer governance arrangements, adequate funding, and expanded infrastructure will further enhance the effectiveness and professionalism of the Ambon City Fire and Rescue Service.

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