

ANALYSIS OF TRAINING PROGRAMS TO IMPROVE THE PERFORMANCE OF GUNUNGSITOLI CITY BPBD EMPLOYEES

By

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ABSTRACT

This study aims to analyze the effectiveness of training programs implemented at the Gunungsitoli City Regional Disaster Management Agency (BPBD) and identify training needs to improve employee performance. This study uses a descriptive qualitative approach with data collection techniques through in-depth interviews with six key informants, namely the Head of the Service, the Secretary of the Service, the Head of the General and Personnel Sub-Division, the Head of the Prevention and Preparedness Division, the Head of the Emergency and Logistics Division, and the Head of the Rehabilitation and Reconstruction Division. Data analysis was carried out using the Miles and Huberman model through the stages of data reduction, data presentation, and conclusion drawing, and supplemented with thematic analysis to identify patterns and main themes from the interview data. The research results show that the training program implemented by the Gunungsitoli City Regional Disaster Management Agency (BPBD) has had a positive impact on improving technical skills, response speed, mental preparedness, and employee confidence. Existing training is largely relevant to dominant disasters such as floods and landslides. However, the effectiveness of the training remains limited due to its short duration, limited facilities, disparities in training access among employees, and a lack of systematic evaluation mechanisms. Identification of training needs revealed the need for multi-hazard training, improved decision-making and inter-agency coordination skills, mental preparedness, utilization of the latest technology, and more realistic field simulations. The conclusion of this study confirms that training at the Gunungsitoli City Regional Disaster Management Agency (BPBD) has contributed to improving employee performance, but still requires strengthening aspects of needs-based planning, extending training duration, improving evaluation, and providing support for facilities and the organizational environment. The researchers recommend the need for a holistic capacity-building approach to strengthen the capacity of individuals, organizations, and the supporting environment in disaster management.

Keywords: Training, Employee Performance, Regional Disaster Management Agency.

ANALISIS PROGRAM PELATIHAN DALAM MENINGKATKAN KINERJA PEGAWAI BPBD KOTA GUNUNGSITOLI

ABSTRAK

Penelitian ini bertujuan untuk menganalisis efektivitas program pelatihan yang telah dilaksanakan di BPBD Kota Gunungsitoli dan mengidentifikasi kebutuhan pelatihan untuk meningkatkan kinerja pegawai. Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan teknik pengumpulan data melalui wawancara mendalam kepada enam informan kunci, yaitu Kepala Dinas, Sekretaris Dinas, Kasubag Umum dan Kepegawaian, Kepala Bidang Pencegahan dan Kesiapsiagaan, Kepala Bidang Kedaruratan dan Logistik, serta Kepala Bidang Rehabilitasi dan Rekonstruksi. Analisis data dilakukan dengan menggunakan model Miles dan

Huberman melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan, serta dilengkapi dengan analisis tematik untuk mengidentifikasi pola dan tema utama dari data wawancara. Hasil penelitian menunjukkan bahwa program pelatihan yang dilaksanakan BPBD Kota Gunungsitoli berdampak positif terhadap peningkatan keterampilan teknis, kecepatan respons, kesiapsiagaan mental, dan kepercayaan diri pegawai. Pelatihan yang ada sebagian besar relevan dengan bencana dominan seperti banjir dan longsor. Namun, efektivitas pelatihan masih terbatas karena durasi yang singkat, keterbatasan fasilitas, kesenjangan akses pelatihan antarpegawai, serta mekanisme evaluasi yang belum sistematis. Identifikasi kebutuhan pelatihan mengungkapkan perlunya pelatihan multi-hazard, peningkatan keterampilan pengambilan keputusan dan koordinasi antarinstansi, kesiapsiagaan mental, pemanfaatan teknologi terkini, serta simulasi lapangan yang lebih realistis. Kesimpulan dari penelitian ini menegaskan bahwa pelatihan di BPBD Kota Gunungsitoli telah berkontribusi dalam meningkatkan kinerja pegawai, tetapi masih membutuhkan penguatan pada aspek perencanaan berbasis kebutuhan, perpanjangan durasi pelatihan, peningkatan evaluasi, serta dukungan sarana dan lingkungan organisasi. Peneliti merekomendasikan perlunya pendekatan capacity building yang holistik untuk memperkuat kapasitas individu, organisasi, dan lingkungan pendukung dalam penanggulangan bencana.

Kata kunci: *Pelatihan, Kinerja Pegawai, BPBD.*

INTRODUCTION

Human resource (HR) capacity is a key determinant of the effectiveness of public sector organizations, including disaster management institutions. In the context of disasters, HR quality encompasses not only technical knowledge and skills, but also mental preparedness, adaptability, and cross-stakeholder coordination skills in high-risk and fast-paced situations. Therefore, improving staff competency through training is a strategic tool for strengthening organizational performance in mitigation, preparedness, emergency response, and post-disaster recovery. Gunungsitoli City faces a relatively diverse range of potential disaster threats, such as floods, landslides, and earthquakes. This situation demands consistent and responsive organizational preparedness. Within this framework, the Gunungsitoli City Regional Disaster Management Agency (BPBD) plays a central role as the coordinator of disaster management at the local level. The BPBD's success in carrying out its mandate is not solely determined by the availability of equipment or logistical support, but is also greatly influenced by the competence and readiness of its personnel in implementing procedures, utilizing technology, and establishing operational communication with relevant stakeholders.

However, initial findings (observations) indicate issues that could potentially hinder performance optimization, particularly related to training programs: training that does not always adapt to the

dynamics of disaster types and field needs, limited training duration, and weak inter-agency coordination in disaster management planning and implementation. These conditions indicate a gap between available training and the actual competency needs required for employees to respond effectively to disasters. Empirical literature also reinforces the urgency of this issue. Sari's (2021) study emphasized that cross-agency coordination is a crucial factor in effective disaster management; when coordination is weak, the speed and accuracy of response can decrease. Therefore, training should not solely focus on individuals but should include cross-actor coordination exercises. Meanwhile, Tanti (2020) found a significant relationship between training quality and the preparedness of BPBD employees; ongoing training relevant to local disaster risks contributes to increased preparedness and response effectiveness.

Based on this context, this study aims to assess the effectiveness of the training implemented and identify the most relevant training needs for improving the performance of Gunungsitoli City BPBD employees. Therefore, this study is expected to provide evidence-based input for improving training design (from material relevance, duration, outcome evaluation, to cross-agency coordination) to better align with the operational demands of disaster management in the region. The problem formulation in this research is: (1) how effective is the training received by Gunungsitoli City BPBD employees in improving performance; and (2) what training needs are required to improve the performance of Gunungsitoli City BPBD employees.

In line with this, the research objectives are: (1) to analyze the effectiveness of training received by Gunungsitoli City BPBD employees in improving performance; and (2) to identify the training needs required to improve the performance of Gunungsitoli City BPBD employees.

LITERATURE REVIEW

Training Concept

Rivai (2015: 165) defines training as an effort to improve the quality of human resources. Training helps employees understand practical knowledge and its application, in order to improve the skills, abilities, and attitudes required by the organization to achieve its goals. Training is a systematic process of changing employee behavior to achieve organizational goals. Training relates to employee skills and abilities to perform current work. Training is a form of education based on learning principles. Gilang (2019) defines training as the process of improving employee knowledge and skills. Training may also include changing attitudes so that employees

can perform their jobs more effectively. According to Nainggolan (2021) the aim of training is

1. Improving employee performance. Employees with poor performance due to a lack of knowledge and skills are suitable candidates for training. Training and development programs tailored to their field will develop new skills and knowledge to improve employee performance.
2. Improving human resource competency in line with technological developments. Technology and knowledge are evolving rapidly, requiring employees to master the latest technologies and knowledge. Training is expected to equip employees with the latest technologies.
3. Reducing learning time for new employees to improve job competency. New employees often lack the mastery or understanding of the skills and abilities needed to become professional employees, namely being able to achieve the company's expected work targets. Training is expected to reduce the learning time for new employees to improve their competency.
4. Alleviating operational issues: Training is an effective way to solve the problems employees face during company operations. This helps improve employee performance.
5. Preparing employees for promotions. Through training, employees can master the skills and knowledge to improve their performance within the company and potentially gain opportunities for future promotions. Promotions motivate and encourage employees to maximize their performance.

In measuring training variables, this study uses indicators according to Mangkunegara (in Elizar, 2018), according to him training is divided into 5 indicators, namely as follows:

1. Instructors; Considering that the goal of training is to improve employee skills, the selection of trainers must take into account adequate qualifications in their field and competence in their field.
2. Training participants; Training participants must be selected by the company based on the requirements for participating in the training and qualifications that are appropriate to the training program.
3. Method; The training program method will ensure the continuity of effective training activities, if the training program is in accordance with the material and knowledge

capabilities of the participants.

4. Material; Human resource training is material or curriculum that is in accordance with the human resource training objectives that the company wishes to achieve.
5. Training objectives; Training requires predetermined objectives, the purpose of which is to achieve the results and targets that the company expects in the future.

Performance Concept

Performance is the results of a person's or group's work functions/activities within an organization that are influenced by various factors to achieve organizational goals within a certain time period. The work function or activity referred to here is the implementation of the work results or activities of a person or group that are under their authority and responsibility within an organization. Factors that influence the work results/achievements of a person or group consist of internal and external factors. Internal factors that influence employee/group performance consist of intelligence, skills, stability, emotions, motivation, role perception, family conditions, a person's physical condition, among others in the form of employment regulations, customer desires, competitors, social values, labor unions, economic conditions, changes in work locations and market conditions. Tika (2006:121)

Mahmudi (2005:103) states that performance indicators are quantitative and qualitative measures that describe the level of achievement of a predetermined target or objective. Performance indicators are often equated with performance measures, but although both are performance measurement criteria, they have different meanings.

RESEARCH METHODS

This study uses a qualitative approach with descriptive methods, aiming to provide an in-depth description of the effectiveness of training in improving employee performance and identifying training needs at the Gunungsitoli City Regional Disaster Management Agency (BPBD). This approach was chosen because it allows researchers to understand the training phenomenon based on the direct experiences and perceptions of informants. The research was conducted at the Gunungsitoli City Regional Disaster Management Agency (BPBD). Informants were selected using purposive sampling, taking into account their position and direct involvement in the implementation and management of the training. Informants included the Head of BPBD, the

Secretary, the Head of the General and Personnel Subdivision, and several relevant Division Heads and employees. Snowball sampling was used to add informants as needed.

Data was collected through in-depth interviews, observations, and documentation. Interviews were used to gather information about training implementation, its impact on performance, and employee training needs. Observations were conducted to assess working conditions and the implementation of training outcomes, while documentation was used to supplement the data in the form of archives, activity reports, and other supporting documents. Data analysis was conducted qualitatively and interactively through the stages of data reduction, data presentation, and conclusion drawing. Data validity was maintained through triangulation of sources and techniques, ensuring adequate credibility for the research findings.

RESULTS AND DISCUSSION

The research results show that the Gunungsitoli City Regional Disaster Management Agency (BPBD) has conducted various types of training aimed at improving employee capacity in disaster management. The training programs include disaster management, rescue and evacuation techniques, disaster logistics management, inter-agency coordination, and the use of disaster and search and rescue equipment. These trainings are generally organized by the Provincial BPBD, the National Disaster Management Agency (BNPB), and other relevant institutions. The training provided is largely tailored to the characteristics of disasters that frequently occur in Gunungsitoli City, particularly floods and landslides. However, research has found that earthquake mitigation training remains relatively limited, despite Gunungsitoli City's high earthquake risk potential. This indicates that the training's alignment with disaster potential is not yet optimal.

In terms of implementation, training duration is generally relatively short, ranging from two to three days. This limited time is considered insufficient to comprehensively explore the material, particularly for technical training that requires repeated practice in the field.

Based on interviews with informants, the training had a positive impact on improving employee knowledge and skills. Employees gained a better understanding of their duties and roles in disaster management, standard operating procedures, and coordination mechanisms with relevant agencies. Furthermore, the training also increased employee confidence in carrying out their duties, particularly when directly involved in disaster management in the field. Employees were

deemed better prepared to respond to disasters, both in preparedness and emergency response, particularly regarding logistics distribution and evacuation.

However, the impact of training on performance has not been felt equally by all employees. This is due to the unequal distribution of training opportunities, resulting in some employees not receiving the training required for their duties. This situation has implications for competency levels among employees within the Gunungsitoli City BPBD. The research also identified several obstacles in implementing the training. The main obstacles identified included limited training facilities and infrastructure, short training duration, and budget constraints. Furthermore, post-training evaluations have not been systematically conducted to measure the extent to which the training has directly impacted employee performance.

The absence of a structured evaluation mechanism makes it difficult for organizations to objectively and sustainably assess training effectiveness. Training tends to be viewed as an administrative activity, rather than an integral part of the organization's human resource development and performance improvement system. The research results indicate a diverse need for advanced training. Informants emphasized the need for training in multi-hazard disaster management, the use of disaster information technology, early warning systems, crisis communications, rapid decision-making, contingency planning, and mental preparedness and work stress management.

These needs reflect the complexity of BPBD's tasks, which not only require technical skills, but also managerial, communication, and psychological resilience skills of employees in dealing with emergency situations.

Discussion

The findings of this study indicate that training plays a strategic role in improving the performance of Gunungsitoli City BPBD employees. The increase in employee knowledge, skills, and self-confidence after training aligns with the views of Rivai (2015) and Sedarmayanti (2016), who stated that training is the primary means of improving employee competence and work effectiveness. However, the research also revealed that the training's effectiveness was not fully optimal, as there was still a gap between the training provided and actual needs in the field. This supports Tanti's (2020) findings, which stated that training not designed based on local needs and disaster risks tends to result in limited performance improvements.

Limited training duration and unequal access to training indicate that training is not yet fully

functioning as a sustainable human resource development process. According to Armstrong (2021), effective training requires continuity, repetition, and organizational support to ensure consistent application of learning transfer in daily work. Furthermore, the weak post-training evaluation found in this study reinforces Kirkpatrick and Kirkpatrick's (2016) view that without systematic evaluation, organizations cannot determine whether training truly results in behavioral change and improved performance. In the context of the Regional Disaster Management Agency (BPBD), this lack of evaluation has the potential to cause training to lose its strategic value as an instrument for improving disaster preparedness and response.

The findings regarding the need for advanced training, such as multi-hazard disaster management and crisis communication, align with Sari's (2021) research, which emphasizes the importance of cross-agency coordination and communication in disaster management. Training that focuses solely on individual technical aspects without strengthening the coordination and managerial dimensions risks producing partial and ineffective performance. Furthermore, the need for mental preparedness and work stress management training reflects the high psychological demands of disaster management. Salas et al. (2017) emphasized that training in high-risk organizations should include strengthening non-technical aspects, such as mental resilience and decision-making under pressure, as these factors directly impact job performance and safety. Thus, the results of this study strengthen the argument that improving the performance of Gunungsitoli City BPBD employees cannot be achieved through incidental training alone. Training must be designed sustainably, based on regional disaster needs and risks, complemented by systematic evaluation, and integrated with human resource development systems and organizational performance assessments.

CONCLUSION

This study shows that the training conducted at the Gunungsitoli City Regional Disaster Management Agency (BPBD) has positively improved employee knowledge, skills, and preparedness for disaster management. The training has contributed to improved employee performance, particularly in preparedness, initial coordination, and the implementation of field tasks according to procedures. However, the training's effectiveness has been suboptimal due to limited training duration, unequal distribution of opportunities, limited supporting facilities, and the lack of systematic post-training evaluation. Furthermore, there is a gap between the type of

training provided and the actual needs of employees in dealing with the complexities of disasters in Gunungsitoli City. The Gunungsitoli City Regional Disaster Management Agency (BPBD) designs sustainable training based on regional disaster needs and risks. Training should be expanded to include aspects of multi-hazard disaster management, the use of disaster information technology, crisis communication, and employee mental preparedness. Furthermore, a structured post-training evaluation mechanism is needed to measure the training's impact on performance, as well as equitable training opportunities for all employees to improve overall organizational performance.

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