"Analysis of Employee Training Needs Based on Performance Evaluation at the Regional Disaster Management Agency of Wonogiri"

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A R T I C L E I N F O	ABSTRACT
	This study aims to describe the implementation of employee performance evaluation and its use as a foundation for determining training needs within the Regional Disaster Management Agency (BPBD) of Wonogiri Regency. This research employs a qualitative approach with in-depth interviews conducted with the Secretary of BPBD as the key informant. The findings reveal that performance evaluations are conducted systematically, using indicators such as attendance, discipline, and target achievements. These evaluations serve as the basis for developing training programs, although several challenges remain, such as budget limitations, frequent staff rotations, and lack of sustainable training. Key competencies that require enhancement include disaster technical skills, intersectoral communication, digital literacy, and field leadership. This study recommends improvements in the evaluation system, strengthening simulation-based training, and involving employees in the planning of training programs.

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1. INTRODUCTION

Wonogiri Regency is known as one of the regions with a relatively high disaster vulnerability level in Central Java Province. Its geographical location, dominated by hilly terrain and relatively unstable soil contours, is a major contributing factor to the high risk of natural disasters in the area. According to data from the Regional Disaster Management Agency (BPBD), various types of disasters have been recorded in Wonogiri Regency, including landslides, floods, strong winds, droughts, fires, and earthquakes (Yoesmarlan & Prasetyo, 2021). Among these, landslides rank the highest in both frequency and severity of damage (Rahmawati, 2024).

The frequency of landslides continues to increase from year to year, particularly during the rainy season. In addition to natural factors, this increase is also influenced by human activities such as land clearing that disregards soil conservation and spatial planning principles. Hillsides that previously served as protected areas have been converted into residential and agricultural zones without adequate drainage systems. As a result, during heavy rainfall, soil on steep slopes easily erodes, triggering landslides (Ramadhani & Triyatno, 2025). This situation is exacerbated by the community's limited understanding of disaster risks and appropriate mitigation techniques. Many

residents continue to live in high-risk zones without risk monitoring or preparedness training from local authorities. The low level of disaster literacy makes the community the most vulnerable group during disasters.

To respond to the increasing disaster risks in regions like Wonogiri Regency, a strong and adaptive institutional structure is needed. Local governments are legally mandated to implement a comprehensive disaster management system, covering all phases from mitigation to rehabilitation. This mandate is stipulated in Law Number 24 of 2007 concerning Disaster Management, which emphasizes the importance of prevention efforts through institutional capacity building and local empowerment (Setiawati et al., 2021). From a policy perspective, Law Number 24 of 2007 asserts that local governments are obliged to establish a comprehensive system to reduce disaster risk. One of the essential elements in this system is the continuous enhancement of human resource capacity. Therefore, BPBD, as the technical executor, must have a well-planned and data-driven human resource development strategy (Setiawati et al., 2021).

The technical implementation of this policy is carried out by the Regional Disaster Management Agency (BPBD), which plays a frontline role in disaster-related activities at the local level. BPBD's functions include contingency planning, evacuation simulations, and field personnel training. However, the effectiveness of these functions heavily depends on the competence of the available human resources (Zainuri & Aswandi, 2022). BPBD personnel are required not only to understand administrative procedures but also to possess technical skills for dealing with unpredictable field conditions. Skills such as operating evacuation equipment, conducting rapid risk assessments, and making decisions during emergencies are crucial. Nevertheless, many officers have not received structured, needs-based field training (Zainuri & Aswandi, 2022).

Performance evaluation in institutions like BPBD should serve not only as an administrative measurement tool but also as an organizational diagnostic instrument. Through comprehensive evaluation, the agency can identify weaknesses both at the individual and team levels. This information then becomes the basis for designing data-based training programs that directly impact field effectiveness (Husna et al., 2024). Evaluating employee performance is important as a starting point in designing appropriate training. Such training should not be generic or routine but must be based on real needs identified through periodic performance evaluations (Widodo, 2021; Widodo et al., 2022).

From a managerial perspective, performance evaluations also assist leadership in making strategic decisions related to staff rotation, promotions, and career planning. With valid and accurate data, leaders can develop a human resource development roadmap that is not only fair but also aimed at improving organizational effectiveness. Training, in this case, becomes part of a holistic and integrated performance management system (Zainuri & Aswandi, 2022). However, the success of this approach depends greatly on how the performance evaluation system is designed and implemented. Evaluations that are merely formal and do not reflect actual field conditions will result in irrelevant training. Therefore, a comprehensive evaluation instrument is needed—one that measures not only quantitative aspects such as attendance or report outcomes, but also qualitative aspects such as leadership, communication, and initiative (Purwanto, 2024). This aligns with the findings of (Widodo et al., 2023), who emphasized that effective SDM training in creative industries, such as manual screen printing, can significantly enhance employee performance and organizational competitiveness.

Moreover, employee participation in the evaluation process should not be overlooked. Employees must be given the opportunity to reflect on their performance, share work obstacles, and provide input on the types of training they need. By involving employees actively, the evaluation and training process becomes collaborative and participatory rather than top-down (Wahyuni et al., 2020).

Based on the background described above, the research problem can be formulated as follows: How is the implementation of employee performance evaluation in BPBD Wonogiri Regency? What competency areas need to be improved through training? And how is the training needs planning based on the results of the performance evaluation? The objectives of this study are: To identify the implementation of employee performance evaluation in BPBD Wonogiri Regency, to

identify the areas that need improvement through training, and to examine the planning of training needs based on performance evaluation results.

This research contributes to the development of human resource management science, particularly in training needs analysis based on performance evaluation. It also provides strategic recommendations for BPBD to design more targeted, relevant, and sustainable training programs.

2.   RESEARCH METHOD

This study employs a descriptive qualitative approach, a method that emphasizes deep understanding of social contexts through the perspectives of participants. This approach was chosen because it allows the researcher to capture the performance evaluation process and training formulation as they naturally occur within the Regional Disaster Management Agency (BPBD) of Wonogiri Regency. As stated by (Creswell & Poth, 2018), this approach is well-suited for exploring the meanings constructed by individuals in their daily contexts.

The research design used is a case study, aimed at gaining an in-depth understanding of a single phenomenon within a specific organizational unit. The case study approach allows for a detailed description of processes, interactions, and patterns of relationships between performance evaluation and training development. (Moleong, 2013) explains that a case study enables the researcher to focus on actual and dynamic contexts within specific social settings.

The study was conducted at the Regional Disaster Management Agency (BPBD) of Wonogiri Regency, an institution that plays a vital role in disaster mitigation and response efforts. This location was selected purposively, as Wonogiri is known to be highly prone to natural disasters such as landslides, floods, and droughts. The subjects of this research are the institutional processes of performance evaluation and training needs formulation for employees at BPBD Wonogiri. The primary focus is not on individuals per se, but on the institutional mechanisms and managerial practices that occur routinely within the organization.

Informants were selected using purposive sampling, targeting individuals deemed knowledgeable and directly involved in the evaluation and training processes. These informants include division heads, sub-section heads of human resources, and operational staff who have participated in training programs based on evaluation outcomes.

The primary data collection technique employed in this study is in-depth interviews, as this method is most appropriate for gathering rich, detailed information from informants directly involved in performance evaluation and training formulation processes at BPBD Wonogiri. This technique enables the researcher to understand the views, experiences, and interpretations of subjects regarding the phenomena under study. As noted by (Moleong, 2013), qualitative interviews are dialogical in nature and provide space for the contextual exploration of meaning.

The interviews were conducted in a semi-structured format, meaning the researcher used a basic question guide while remaining flexible to explore additional information based on informants' responses. This format is particularly effective when investigating complex topics such as performance evaluation and training needs. (Creswell & Poth, 2018) describes semi-structured interviews as an ideal approach for guiding discussions while allowing room for personal narratives from informants.

Data analysis in this study follows the Miles and Huberman model, which consists of three main stages: data reduction, data display, and conclusion drawing/verification. This technique was chosen because it aligns with the dynamic nature of qualitative research, emphasizing meaning and proceeding in parallel with data collection.

3.   RESULTS AND DISCUSSIONS

Performance evaluation within the Regional Disaster Management Agency (BPBD) of Wonogiri Regency is conducted periodically as part of efforts to improve both individual and institutional work efficiency. The evaluation is based on indicators including attendance, discipline, and achievement of work targets. The process is led directly by the Head of Operations and the BPBD Secretary, who are responsible for determining scores and evaluation outcomes for each employee based on direct observation and digital data. This system helps the agency assess whether employee performance aligns with assigned tasks and responsibilities.

One significant innovation in this evaluation system is the use of the HADIRKU digital application, which monitors employee presence in real time. The application records attendance, tardiness, and leave requests, thus making the evaluation process more objective. This digital approach has proven effective in reducing data entry errors and enhancing the transparency of the evaluation process. Through this method, BPBD Wonogiri has begun implementing the principles of good governance in its human resource management.

The results of performance evaluations are not only used to assess employee performance but also serve as the basis for internal policy decisions, including promotions and awards. The BPBD Secretary explained:

"The evaluation is carried out using a scoring system by two officials, the Head of Operations and myself as the Secretary. The assessment is based on several indicators such as attendance recorded in the HADIRKU application, discipline, and agreed performance targets." This indicates that the evaluation process is not subjective, but follows clear procedural guidelines. However, challenges remain in the current evaluation system. One major limitation is the inadequate assessment of technical staff performance who work directly in the field, especially during emergency situations. Activities such as evacuation or disaster response are often not captured in the formal system, which means the contributions of field personnel are frequently overlooked in routine performance evaluations. To address this, BPBD needs to develop additional indicators that can reflect contextual and technical performance. Evaluations should not be limited to administrative aspects but must also consider elements such as crisis responsibility, teamwork skills, and risk-taking ability.

Given the nature of work at BPBD—which demands not only procedural compliance but also courage and adaptive intelligence—enhancing the dimensions of performance evaluation will enable BPBD to more accurately identify which employees require training, in what areas, and at what level of intensity. An effective performance evaluation is a fundamental step in developing a strategic plan for human resource capacity building. Therefore, the success of an evaluation is not measured solely by scores, but by how effectively the data is translated into meaningful and impactful training programs.

Competencies That Need to Be Enhanced Through Training

Interviews revealed several areas of competency that need to be strengthened through training. These include technical disaster management skills such as the use of SAR (Search and Rescue) equipment, risk mapping, and evacuation management. Additionally, intersectoral coordination and digital literacy emerged as major areas for employee development.

Given the high frequency of disasters in Wonogiri Regency, technical training is particularly crucial. Some employees still face difficulties operating heavy equipment and disaster response technologies such as surveillance drones, victim tracking tools, and emergency communication systems. In disaster situations, these skills must be applied quickly and accurately to ensure optimal victim response.

Respondents emphasized the importance of practical training rather than purely classroom-based instruction. One employee stated: "We often lack people who can take initiative during a disaster. So, training that teaches field leadership is really important. Not just theory, but something that can be directly practiced."

This highlights the need for training at BPBD to be not only knowledge-based, but also action-based. Cross-sector communication skills are also in high demand. BPBD staff frequently coordinate with the military (TNI), police (Polri), the Red Cross (PMI), and the community. Differences in organizational culture, command systems, and communication styles present unique challenges. Therefore, training in cross-sector collaboration and communication management is essential to avoid miscommunication in crisis situations.

Digital literacy has become a necessary competency, particularly in the current era of digitalization. Skills such as reporting via digital platforms, web-based weather monitoring, and the use of social media for public communication require adequate technological proficiency. Some senior employees still struggle to keep up with these developments, indicating a need for intensive training tailored to their age and capabilities.

Given these diverse needs, training at BPBD Wonogiri must be designed holistically and tailored to each employee's competency level. Not all staff require the same training; therefore, a Training Needs Analysis (TNA) based on performance evaluation results is the most appropriate approach to address these competency gaps.

Training Needs Planning Based on Performance Evaluation
At BPBD Wonogiri, performance evaluation results have been used as a reference in developing training programs. However, the planning of training needs still faces several challenges. One major obstacle is budget constraints, which often prevent training from being conducted comprehensively and sustainably. Training funds are frequently reallocated to emergency response activities due to the agency's reactive and unpredictable nature.

In addition to budget issues, frequent job rotations among staff lead to training programs becoming misaligned with actual job roles. Many employees who have received technical training are reassigned to administrative roles and vice versa, resulting in a mismatch between acquired competencies and current duties. Therefore, training plans must consider organizational stability and long-term needs forecasting.

Interviews reinforced this finding. One respondent noted: "Sometimes the training is already planned, but it doesn't happen because the funds are used for emergency response. So, the training ends up being just talk." This statement reflects the view that training is still treated as a secondary activity, when in fact it is essential for improving the quality of emergency response.

A solution to this issue is the regular and structured implementation of Training Needs Analysis (TNA). Through TNA, the organization can determine the most urgent training types, the target audience, and the most appropriate delivery methods. This ensures that training becomes more targeted, effective, and resource- efficient.

BPBD is also advised to actively involve employees in the training planning process. This involvement not only boosts staff participation but also enhances ownership of the training program. Employees can share real field challenges and provide feedback on training methods they find most relevant. This approach makes training more participatory and impactful.

In conclusion, performance evaluation–based training planning enables BPBD Wonogiri to design programs that are responsive, contextual, and sustainable. Training, in this regard, should not be treated as a mere administrative formality, but as a key strategy for institutional strengthening in the face of increasingly complex disaster risks.

4.   CONCLUSION
Based on the results of the research conducted, it can be concluded that the employee performance evaluation at the Regional Disaster Management Agency (BPBD) of Wonogiri Regency has been implemented systematically, with reasonably structured indicators. However, challenges remain in ensuring fairness and alignment of the evaluation criteria with the nature of field-based technical work. The performance evaluation has been utilized as a foundation for developing employee training programs, demonstrating the agency's effort to integrate performance data into its human resource development strategy. To improve the quality of human resources at BPBD Wonogiri, it is recommended that performance evaluations be developed based on job-specific roles using objective and contextual indicators, particularly for technical field personnel. Training programs should be designed as continuous and sustainable efforts, grounded in evaluation results, and employ simulation-based methods and case studies. Moreover, employee involvement in the development of training materials is essential to ensure relevance and practical applicability. Post-training monitoring is also necessary to assess the effectiveness of the training and to foster continued competency improvement among staff members.

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