

The Effectiveness of Competency Training Programs in Improving the Competitiveness of Lokal Workers at the Bogor City Manpower Office

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ABSTRACT

This study aims to analyze the effectiveness of competency training programs in improving the competitiveness of local workers at the Bogor City Manpower Office. The study examines the variables of program effectiveness (goal achievement, integration, and adaptation) and workforce competitiveness (knowledge, skills, self-concept and values, personal characteristics, and motivation). The method used is a descriptive quantitative approach with a saturated sample of 84 training participants in 2025. Data was collected through Likert scale questionnaires, observations, interviews, documentation, and literature studies during the 2025 training period, then analyzed using Weight Mean Score (WMS). The results showed that the program was effective and contributed positively to improving the competence and competitiveness of the local workforce.

INTRODUCTION

Unemployment remains a major challenge in Indonesia's labor market development. Despite relatively stable national economic growth, the increase in the labor force has not been matched by adequate job opportunities, causing imbalances in the labor market. Unemployment not only affects the economy, but also has social consequences such as increased poverty, income inequality, and a decline in the quality of people's welfare. Therefore, efforts to improve the quality of human resources (HR) are an important priority in national and regional development policies (Ernowo, 2025).

Based on data from the Central Statistics Agency (BPS) in 2025, the open unemployment rate (TPT) in Bogor City reached 8.13% with approximately 88,000 unemployed people. This figure shows that Bogor City still faces serious problems in terms of labor absorption. Meanwhile, the dynamics of industrial development and digital transformation require a workforce that not only has formal education but also technical and non-technical competencies in line with the needs of the business world and the industrial world. The mismatch between the competencies possessed by job seekers and the needs of the job market is one of the dominant factors causing high unemployment rates (BPS, 2025).

Competency-based training is seen as a strategic tool for improving the quality and competitiveness of the local workforce. Competency training aims to equip participants with the knowledge, skills, and professional work attitudes relevant to the needs of the job market. This program is designed so that participants not only understand the theory, but are also able to apply their skills in practice in accordance with applicable work competency standards. Thus, competency training is expected to bridge the skill gap between the world of education and the world of work.

The local government, through the Bogor City Manpower Office, plays an important role in organizing competency training programs as part of public policy in the field of employment. This program is implemented with the aim of improving the quality of the local workforce so that it can compete not only at the regional level but also nationally. The training is supported by the Job Training Center (BLK), which provides training facilities, professional instructors, and competency certification for participants who pass the course. The competency certificate is an added value for participants in entering the job market because it demonstrates recognition of their abilities (Dinas Tenaga Kerja, 2024).

However, the effectiveness of a program cannot be measured solely by the number of participants who attend training or the number of certificates issued. Effectiveness must be viewed in terms of the extent to which the program is able to achieve its objectives and have a real impact on improving the competitiveness of the workforce. In the perspective of organizational effectiveness theory proposed by Richard M. Steers (1980) as cited by (Salsabillah & Mursyidah, 2024), effectiveness can be analyzed through three main dimensions, namely goal attainment, integration, and adaptation. The goal achievement dimension assesses the extent to which the program has succeeded in improving participants' competencies in line with the planned targets. The integration

dimension looks at the organization's ability to build coordination and cooperation with various parties, including the business world and industry. Meanwhile, the adaptation dimension emphasizes the program's ability to adapt to changes in the external environment, such as technological developments and labor market needs.

Based on interviews with employees of the Bogor City Manpower Office in the field of Training and Work Productivity, it appears that the implementation of competency training programs in Bogor City still faces a number of challenges. Limited participant quotas, limited budgets and training facilities, and suboptimal job placement after training are obstacles that affect the program's achievements. In addition, there are indications that some training materials do not fully reflect the dynamic developments in local industry needs. This condition has the potential to reduce the relevance of training to available job opportunities, thereby minimizing its impact on improving the competitiveness of the workforce.

Competency training programs also contribute positively to participants. Improved technical skills, practical knowledge, and work motivation are important assets in facing competition in the labor market. Participants who have competency certificates tend to have greater opportunities to be accepted for work than those who do not have formal proof of competency. Thus, competency training programs continue to have strategic potential in supporting the reduction of unemployment rates if they are implemented effectively and sustainably.

LITERATURE REVIEW

2.1. Program Effectiveness

Effectiveness is a fundamental concept in public administration and organizational management studies. In the context of public policy, effectiveness relates to the extent to which a program or policy is able to optimally achieve its predetermined objectives. The term effectiveness comes from the word "effective," which means successful or capable of producing the expected impact. In the Big Indonesian Dictionary (KBBI), effectiveness is defined as the success of an effort or action in achieving predetermined objectives (KBBI co.id, 2025).

According to Richard M. Steers (1980) in (Salsabillah & Mursyidah, 2024), organizational effectiveness can be measured through three main dimensions, namely goal attainment, integration, and adaptation. These three dimensions provide a comprehensive framework for assessing the success of an organization or program in carrying out its functions.

The first dimension, goal attainment, emphasizes the extent to which a program is able to realize its predetermined targets. In the context of competency training, goal attainment can be measured through improvements in participants' skills, an increase in the number of workers absorbed into the labor market, and an increase in the competitiveness of the local workforce.

The second dimension, integration, refers to an organization's ability to build communication and cooperation with various parties, both internal and external. In job training programs, integration includes cooperation between the

Manpower Office, Job Training Centers (BLK), the business world, and the industrial world. Without good integration, training programs have the potential to be irrelevant to the needs of the job market.

The third dimension, adaptation, relates to an organization's ability to adjust to changes in the external environment, such as technological developments, changes in industry needs, and global economic dynamics. Training programs that are not adaptive tend to produce graduates who are not suited to the demands of the modern job market.

Thus, effectiveness is not only measured by the implementation of activities, but also by the actual impact they have. In this study, the concept of effectiveness is the main basis for assessing the extent to which the competency training program at the Bogor City Manpower Office is able to improve the competitiveness of the local workforce.

2.2. Competitiveness

Labor competitiveness is one of the important indicators in human resource development, especially in facing the increasingly competitive labor market dynamics. In the context of public administration and employment policy, labor competitiveness is not only understood as an individual's ability to obtain employment, but also as the ability to maintain, develop, and improve the quality of their work in line with the demands of industrial and technological developments. Competitiveness is a determining factor in determining the position of local labor amid increasingly open global competition.

According to Palan (2007) in (Fatkhurahman, 2022) individual competitiveness in the world of work can be analyzed through five main dimensions of competence, namely knowledge, skills, self-concept and values, personal characteristics, and motivation. These five dimensions are interrelated and shape an individual's capacity to face workplace competition.

Knowledge is the main foundation for building workforce competitiveness. Knowledge includes theoretical and practical understanding relevant to a particular field of work. Workers with good knowledge will find it easier to understand tasks, work procedures, and applicable operational standards. In the context of competency training, increasing knowledge is one of the main objectives so that training participants have insights that are in line with industry needs.

In addition to knowledge, skills are an important aspect in determining competitiveness. Skills refer to technical and non-technical abilities that can be directly applied in the workplace. Technical skills (hard skills) include operational abilities in a specific field, while non-technical skills (soft skills) include communication, teamwork, time management, and problem-solving abilities. Workers who have a good combination of hard skills and soft skills tend to be more competitive in the job market.

The next dimension is self-concept and values. This aspect relates to how individuals view themselves, including their self-confidence, integrity, and professional values. Workers with a positive self-concept will be more confident in their abilities and able to demonstrate a good work ethic. Values such as

responsibility, discipline, and commitment to work are also part of an individual's competitiveness.

Personal characteristics also influence the competitiveness of the workforce. These characteristics include individual traits such as perseverance, flexibility, adaptability, and resilience to work pressure. In an ever-changing world of work, adaptability is a key factor. A workforce that is flexible and open to change will find it easier to adjust to technological developments and changes in work systems.

Then, the dimension of motivation is an internal drive that influences an individual's enthusiasm and willingness to achieve optimal performance. Workers who are highly motivated tend to be more proactive, results-oriented, and strive to continuously improve themselves. Motivation also plays a role in encouraging individuals to continue learning and participating in training to improve their competence.

Improving the competitiveness of the workforce is a priority given the high rate of open unemployment. The competency training program organized by the Bogor City Manpower Office is expected to improve participants' knowledge, skills, attitudes, and motivation so that they are better prepared to enter the workforce. It can be concluded that the competitiveness of the workforce is the result of a continuous process of competency improvement.

METHODOLOGY

The method used in this study is a descriptive quantitative approach. Approach (Sugiyono, 2019), quantitative methods are research methods based on positivism, which is a scientific method because the rules are fulfilled scientifically, concretely or empirically, objectively, measurably, rationally, and systematically.

The population in this study consisted of 84 participants in the 2025 competency training program. The saturated sampling technique (census) provided methodological advantages in the form of increased data representativeness and reduced potential bias that could arise from sample selection. All 84 respondents had the same opportunity to provide their assessments, perceptions, and experiences of the competency training program they participated in. Thus, the sample size in this study is 84 respondents, and the data obtained is expected to reflect the empirical conditions objectively and comprehensively regarding the effectiveness of the competency training program in improving the competitiveness of the local workforce in the city of Bogor.

The research data was collected through literature studies (articles, journals, and the internet) and field studies (observations, interviews, questionnaires, and documentation). The Likert scale was used by researchers to determine how respondents responded to the effectiveness of competency training programs in improving the competitiveness of local workers at the Bogor City Manpower Office. Responses ranged from Very Good to Very Poor, as indicated on the Likert scale. To obtain the average score, the questionnaire results were analyzed using the WMS formula.

RESEARCH RESULT

The Bogor City Manpower Office is a regional agency within the organizational structure of the Bogor City Government that has authority in administering government affairs in the field of employment. Structurally, this office is under the coordination of the Mayor through the Regional Secretary in accordance with the provisions of laws and regulations regarding regional government.

One of the strategic programs implemented is a competency training program for local workers. This program aims to improve the quality of human resources, reduce unemployment, and strengthen the competitiveness of workers so that they are able to compete in the business and industrial world (DUDI). The training is carried out in collaboration with the Job Training Center (BLK) and industry partners to ensure that the curriculum and training materials are in line with the needs of the job market. Based on previous research results ((Octavian et al., 2023); (S. I. Salsabila & Hertati, 2022); (Ricky et al., 2022); (Di & Gresik, 2025); (Utami, 2022); (Tantia Wulan Kurnia, Abubakar Iskandar, Denny Hernawan, 2019); (D. Salsabila et al., 2025); (Adie Bangga, 2022); (Zulkipli, 2017); (Rahim, 2025)), This study uses Richard M. Steers (1980) Program Effectiveness theory in (Salsabillah & Mursyidah, 2024), which has three dimensions (1) Goal attainment, (2) Integration, dan (3) Adaptation. The results of the respondents' responses to the questions or indicators for each item of the Program Effectiveness of Competency Training in Improving the Competitiveness of Local Workers at the Bogor City Manpower Office are as follows :

1.1. Goal Attainment

This dimension shows the extent to which the established objectives can be achieved. This dimension is also used to assess performance effectiveness by comparing the results obtained with the planned targets or objectives. This dimension is the initial success of the competency training program.

The results of the study on the dimensions of goal achievement can be seen in Table 1 below:

Table 1

NO.	Dimension	Indicator	Average	Category
1.	Goal Attainment	Goal Attainment Program Goal Alignment	4,22	Very Good
2.		Material Absorption Success	4,18	Good
3.		Capability Improvement	4,15	Good
Average			4,18	Good

Source: Research, 2026

Based on the data listed in the table, the goal attainment dimension, which consists of three indicators, received a score of 4.18, categorized as "Good." This shows that the program implementation has generally been able to achieve its established goals. The program goal suitability indicator received an average score of 4.22, categorized as "Very Good," which indicates that the program goals

are considered to be in line with the needs and expectations of the participants. Meanwhile, the material absorption success indicator received a score of 4.18, categorized as "Good," and the capability improvement indicator received a score of 4.15, categorized as "Good."

This shows that participants were able to understand the material provided and experienced an improvement in their abilities after participating in the training program.

1.2. Integration

This dimension refers to the level of coordination and synergy between all parties involved, such as organizers, instructors, and participants. Good integration is reflected in clear communication so that all parties can work together effectively to support the success of the training program.

The results of the research on the Integration dimension can be seen in Table 2 below:

Table 2

NO.	Dimension	Indicator	Average	Category
1.	Integration	Cooperation Between Parties	4,04	Good
Average			4,04	Good

Source: Research, 2026

Based on the data listed in the table, respondents in the integration dimension, which consists of one indicator, obtained an average score of 4.04 in the "Good" category. This shows that respondents consider cooperation between parties to be running well.

These results indicate that there is effective coordination and working relationships between the parties involved in the implementation of activities. The established cooperation supports the achievement of common goals and the smooth implementation of the program.

1.3. Adaptation

This dimension, which refers to aspects that emphasize the alignment of training materials with industry needs, means that training is designed to suit current working conditions. This dimension has one indicator, namely the alignment of training materials.

The results of the research on the Adaptation dimension can be seen in Table 3 below:

Table 3

NO.	Dimension	Indicator	Average	Category
1.	Adaptation	Training Material Adjustments	4,08	Good
Average			4,08	Good

Source: Research, 2026

Based on the data listed in the table, the adaptation dimension, which consists of one indicator, obtained an average score of 4.08 in the "Good" category. This result shows a positive assessment of the training organizers'

ability to adapt the material provided to the needs, level of understanding, and conditions of the training participants. Therefore, the 2025 competency training material is considered relevant to the objectives to be achieved and appropriate to the context of the training implementation.

This study also uses the theory of Competitiveness according to Palan (2007) in (Fatkhurahman, 2022), which has dimensions (1) Knowledge, (2) Skill, (3) Value dan Self Concept, (4) Personal Characteristic, dan (5) Motivation

The results of respondents' responses to questions or indicators for each item of the Effectiveness of Competency Training Programs in Improving the Competitiveness of Local Workers at the Bogor City Manpower Office are as follows :

1.4. Knowledge

This dimension emphasizes the participant's ability to understand the basic theories and concepts related to a job. This dimension has two indicators, namely understanding of theories and concepts, and relevant knowledge acquired.

The results of the research on the Knowledge dimension can be seen in Table 4 below:

Table 4

NO.	Dimension	Indicator	Average	Category
1.	Knowledge	Understanding Theory and Concepts	4,04	Good
2.		Relevant Knowledge Acquired	4,13	Good
Average			4,09	Good

Source: Research, 2026

Based on the data listed in the table, the knowledge dimension scored 4.09, which is categorized as "Good," indicating that the training participants' level of knowledge is already in the good category. This shows that the training participants have understood the theories and concepts presented and consider the knowledge they have gained to be relevant to their needs, so that the training provided can make a positive contribution to improving the participants' insight and understanding.

1.5. Skill

This dimension refers to learning that emphasizes the ability of students to apply their knowledge into real actions. This dimension has two indicators, namely the ability to apply skills and improve practical abilities in the workplace.

The results of the research on the Skill dimension can be seen in Table 5 below :

Tabel 5

NO.	Dimension	Indicator	Average	Category
1.	Skill	Able to Apply Skills	4,05	Good
2.		Enhancing practical skills in the workplace	4,01	Good
Average			4,03	Good

Source: Research, 2026

Based on the data listed in the table, the skill dimension scored 4.03, which falls into the “Good” category, indicating that participants rated their skills as “Good.” It can be concluded that the 2025 competency training participants were not only able to apply their skills but also improve their practical abilities in the workplace.

1.6. Value dan Self Concept

This dimension refers to individual aspects related to how a person views, assesses, and understands themselves and their values in life. Self-concept encompasses an individual's perception of their abilities, character, and personal identity, while values relate to the fundamental beliefs that guide their thinking, behavior, and decision-making. This dimension has one indicator, namely having confidence in facing challenges.

The results of the study on the dimensions of Value and Self-Concept can be seen in Table 6 below:

Tabel 6

NO.	Dimension	Indicator	Average	Category
1.	Value dan Self Concept	Having confidence in facing challenges	4,04	Good
Average			4,04	Good

Source: Research, 2026

Based on the data listed in the table, the Self-Concept and Values dimension produced a score of 4.04, which falls into the “Good” category. This shows that the training participants have a positive understanding and assessment of self-concept and values. Thus, it can be concluded that the 2025 competency training participants already have a “Good” self-concept and values.

1.7. Personal Karakteristic

This dimension covers characteristics such as personality, interests, and attitudes that influence the way a person thinks, makes decisions, and interacts with their environment. This dimension has one indicator, which is a demonstration of discipline and responsibility.

The results of the research on the Personal Characteristics dimension can be seen in Table 7 below:

Table 7

No.	Dimension	Indicator	Average	Category
1.	Personal Karakteristic	Demonstrating discipline and responsibility	4,11	Good
Average			4,11	Good

Source: Research, 2026

Based on the data listed in the table, the Personal Characteristics dimension produced a score of 4.11 in the “Good” category, which indicates a disciplined and responsible attitude that represents the personal characteristics of the training participants.

It can be concluded that the 2025 competency training participants have good personal characteristics, especially in demonstrating discipline and responsibility, enabling them to support the training process and achieve training objectives effectively.

1.8. Motivation

This dimension refers to the drive that comes from within oneself or from the environment that influences a person to act and achieve certain goals. It also explains the desires and expectations that guide a person's actions. This dimension has one indicator, namely the drive to achieve, where participants have the ambition to achieve the best work results.

The results of the research on the Motivation dimension can be seen in Table 8 below :

Table 8

NO.	Dimension	Indicator	Average	Category
1.	Motivation	The Drive to Achieve	4,14	Good
Rata-Rata			4,14	Good

Source: Research, 2026

Based on the data listed in the table, the Motivation dimension scored 4.14, which is categorized as "Good," indicating that the training participants had a positive desire and commitment to improve their competencies, develop their abilities, and achieve optimal training results.

It can be concluded that the 2025 competency training participants have a good level of motivation, especially in terms of the drive to achieve.

DISCUSSION

In terms of goal attainment, the competency training program showed good results with an average score of 4.18. This result reflects that the program objectives were deemed to be in line with the participants' needs and capable of significantly improving their skills. The program's goal suitability indicator received a very good rating, indicating that the program was designed in line with the need to improve the competencies of the local workforce. In addition, the participants' success in absorbing the material and experiencing an increase in their abilities after participating in the training is proof that the learning process was effective. However, there is still room for improvement, especially in expanding the program's impact on post-training employment, so that the achievement of objectives does not stop at improving competencies, but also at increasing concrete employment opportunities.

In terms of integration, the competency training program achieved good results with an average score of 4.04. This reflects that cooperation between the parties involved, such as organizers, instructors, and supporting partners, has been quite effective. Good coordination and relatively clear communication are factors that support the smooth implementation of training. Synergy between parties enables the program to be implemented according to plan and supports the achievement of common goals. However, strengthening partnerships with the business world and industry still needs to be improved so that the link

between training and the real needs of the job market is optimized. Broader integration will encourage the relevance of training and open up greater job opportunities for participants.

In terms of adaptation, good results were achieved with an average score of 4.08. This shows that the training material has been adapted to the needs of participants and developments in the world of work. Curriculum adjustments that take into account industry dynamics are an indicator that the organizers have the ability to respond to changes in the external environment. However, rapid technological developments and industry needs require regular and more responsive curriculum updates. Therefore, continuous evaluation of training materials is an important step to ensure that the program remains relevant and capable of producing a workforce that is adaptive to change.

Then, in relation to the improvement of workforce competitiveness based on the dimensions of knowledge, skills, self-concept and values, personal characteristics, and motivation, all indicators showed good results. The knowledge dimension received an average score of 4.09, indicating that participants understood the theories and concepts relevant to their field of work. In the skill dimension, with a score of 4.03, participants were assessed as being able to apply the skills they had acquired in a practical manner. The self-concept and values dimension (4.04) and personal characteristics dimension (4.11) showed an increase in participants' self-confidence, discipline, and responsibility. Meanwhile, the motivation dimension scored 4.14, indicating a strong drive to achieve after participating in the training.

The results of the study show that the competency training program at the Bogor City Manpower Office has been effective in improving the competitiveness of the local workforce. The achievements in each dimension are in the good category, indicating that the program has not only succeeded in improving cognitive aspects and technical skills, but also shaping the attitudes, character, and work motivation of the participants. However, improvements in effectiveness are still needed through strengthened cooperation with industry, continuous curriculum updates, and optimization of post-training job placement. Thus, the competency training program can have a broader impact in reducing unemployment and improving the quality of the workforce in Bogor City.

The results of this study were obtained from interviews and questionnaires distributed to training participants. The questionnaires were used to obtain participants' numerical assessments of each aspect of the training, so that average scores could be calculated and the success rate of the program determined. Meanwhile, interviews were conducted to obtain more in-depth explanations about the participants' experiences during the training, the changes they felt in their abilities, and the obstacles they still faced after the training was completed.

CONCLUSION AND RECOMMENDATIONS

Based on the results of research on the Effectiveness of Competency Training Programs in Improving the Competitiveness of Local Workers at the Bogor City Manpower Office, it can be concluded that competency training programs have generally been running well. This program has been able to

improve the knowledge and skills of participants, supported by cooperation with the Job Training Center (BLK), competent instructors, and practice-based learning methods. The program also has a positive impact on improving the competitiveness of the local workforce through increased competence and certification that supports employment and entrepreneurship opportunities.

However, there are still several obstacles, such as limited quotas and budgets, suboptimal alumni monitoring, curriculum suitability with dynamic industry needs, and challenges in job placement due to participants' readiness and flexibility factors.

In line with these findings, it is necessary to increase budget allocation and expand access to training through collaboration with the private sector and the use of online training so that the benefits of the program can reach more job seekers. In addition, provision of information and career counseling needs to be strengthened to improve participants' mental readiness, mobility, and career planning, especially in accepting job opportunities outside the region. It is also important to evaluate program requirements so that job seekers with low levels of education continue to have inclusive access to training. In addition, the development of an integrated and sustainable digital participant data system is essential to strengthen comprehensive and sustainable monitoring, evaluation, and measurement of program impact.

ADVANCED RESEARCH

Every study has limitations that can be taken into consideration for future research. This study used a descriptive quantitative approach with the Weight Mean Score (WMS) analysis technique to measure the level of effectiveness based on the respondents' answers. This method can provide a general overview of the program's effectiveness. However, future studies are recommended to use other statistical analyses such as correlation or regression to determine the relationship and influence between variables more clearly and in greater depth.

In addition, this study only involved 84 training participants in 2025, so the results are still limited to that group. Future research is expected to involve a larger number of respondents and cover several different cohorts or regions so that the results can provide a broader and more in-depth picture of the effectiveness of the competency training program.

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