



Effectiveness of Job Training Programs In Improving The Competence Of Trainees at The Technical Implementation Unit of The Karawang Regency Manpower and Transmigration Office

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ABSTRACT

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Purpose: This study aims to determine the effectiveness of the job training program at the Karawang Manpower and Transmigration Office's Vocational Training Center (BLK), specifically whether the program is effective in improving the competencies of trainees, as well as to identify the factors that support and hinder the implementation of the job training program. **Methodology:** The method used in this study is descriptive qualitative research with an evaluative case study approach. Data were collected through observation and documentation techniques, then analyzed using the Miles and Huberman (1994) model, which includes data reduction, data presentation, and drawing conclusions. **Results:** The findings of this study indicate that the vocational training program implemented by the Technical Implementation Unit of the Karawang Manpower Office's Vocational Training Center (UPTD BLK) has been effective; however, there are still several aspects that require further evaluation, including upgrading training equipment to be more advanced similar to that used by companies, issuing BNSP certificates to trainees, and monitoring alumni who have secured employment. **Findings:** Based on interviews with training participants, the vocational training program organized by the Karawang Manpower Office's Vocational Training Center (BLK Disnaker) has proven effective in enhancing participants' competencies. However, there are still challenges, such as outdated training equipment therefore, the BLK Disnaker needs to update its training equipment to support the further development of the training process. **Novelty:** This study examines all aspects of effectiveness regarding learning materials, the learning process, training program outcomes, and the supporting and inhibiting factors of the training process. **Originality:** This study not only focuses on vocational training programs but also addresses training programs in general, the outcomes experienced by participants, and the supporting and inhibiting factors of training programs. **Conclusion:** Vocational training programs that utilize learning materials and systems for vocational training, in line with the Ministry of Manpower's Training Program and supported by professional trainers in their respective fields as well as tools aligned with the foundational practices of each vocational field, are effective in enhancing trainees' competencies. **Type of Paper :** Qualitative research article

INTRODUCTION

In today's rapidly changing world, competition in the job market has become increasingly fierce, with many job seekers having to go the extra mile to secure employment in order to meet their daily living expenses. Competencies and skills are essential in the workplace; they are a must-have to compete effectively with other candidates. Competence is the ability to perform work based on one's skills and supported by a work attitude that aligns with the demands of the job, according to Yasin (2020) as cited in (Lulita et al., 2025). This means that when performing a task at work, knowledge and skills are required to complete the task; these skills and knowledge can be acquired through training conducted before beginning the work assignment.

The Regional Technical Implementation Unit of the Karawang Regency Vocational Training and Transmigration Center offers a program to help the people of Karawang improve their skills: the Competency-Based Vocational Training Program. The training and education programs provided by the UPD BLK of the Karawang Regency Department of Manpower and Transmigration aim to improve the skills and expertise of the workforce. Vocational programs such as Garment and Apparel, Tourism (Barista and Pastry), Refrigeration (Residential AC Technician), Information and Communication Technology, Beauty Care, Manufacturing Technology, Electronics Technology, Welding Technology, and Electrical Technology, which participants can choose according to their preferences. At the UPTD BLK Disnakertrans Karawang Regency, training is conducted over 28 days with a capacity of 1 class per vocational program for 16 people, and can accommodate up to 2 classes. Training is taught directly by instructors or vocational trainers who are competent in their respective fields, either from Disnakertrans or external experts in their respective fields.

Based on the legal basis of Government Regulation No. 23 of 2004 concerning the National Professional Certification Agency (State Gazette of the Republic of Indonesia No. 4408), Government Regulation of the Republic of Indonesia No. 31 of 2006 concerning the National Vocational Training System, as well as the Decision of the Director General of Training and Productivity Development No. Kep.225/Lattas/VIII/2006 concerning Guidelines for the Development of Competency-Based Training Programs. This explains the guidelines for the development of competency-based training programs and materials, as well as competency certificates.

Competency-Based Training (CBT) is on-the-job training conducted in the workplace with the aim of enabling employees to improve their skills, so that they can work effectively and efficiently in accordance with applicable regulations and procedures. Utami in (Anisah Nasution & Mawaddah Irham, 2023). Through competency-based training, it is hoped that participants will acquire the skills and competencies needed to navigate the workforce, making them better prepared and equipping them for their future careers. It is also anticipated that this training program will empower participants to eventually develop their own businesses.

Vocational Training Program to Enhance Trainees' Competencies: Several challenges arose during the training process. Based on interviews with the Vocational Training Center (UPTD) under the Karawang Regency Department of Manpower and Transmigration, several challenges were identified, such as some vocational training program participants being unsuitable for the program, a lack of seriousness during the job selection process, and a lack of responsibility in performing their duties once employed at partner companies.

Table 1. Mapping of Issues for Determining Priorities and Regional Development Goals

No	Key Issues	Issues	Root Causes
1	Unemployment	Suboptimal labor absorption and placement	Lack of optimal labor
2	Community characteristics	Low self-confidence and motivation to use personal abilities to create new job/entrepreneurship	Job seekers mindset of preferring to be employees rather than independent entrepreneurs
3	Job vacancies are not proportional to the number of job seekers	Many companies have not implemented Presidential Decree No. 4 of 1980 on Mandatory Reporting of violations of this decree	There are not strict sanctions for
		Job Vacancies	

Source : Strategic Plan of the Karawang Regency Manpower and Transmigration Office, for 2021 – 2026 (RENSTRA DISNAKERTRANS 2021-2026, n.d.)

The 2021–2026 Strategic Plan of the Karawang Regency Department of Manpower and Transmigration identifies several issues, including unemployment, a lack of self-confidence and the ability to create one's own job opportunities, a mindset that prioritizes seeking employment over creating jobs, and a shortage of job openings relative to the number of job seekers.

Given these issues and challenges, the researcher aims to determine the effectiveness of the job training program in enhancing the competencies of trainees at the UPTD Vocational Training Center under the Karawang Regency Department of Manpower and Transmigration.

Based on research conducted by Diana Lutita, Siti Zaidatul Khasanah, Nilam Adelia, Fahim Dhiya Ulhaq, and Nurul Setianingrum titled "The Effectiveness of the Human Resource Training and Development Program at the Kinarya Mandiri Training Center in Jember," this study employed a mixed-methods approach combining quantitative and qualitative methods, with data collected through questionnaires, interviews, and direct observation. The results of this study indicate that the training provided is quite effective in enhancing participants' competencies, supported by relevant materials, competent instructors, and adequate facilities and infrastructure. Several issues were identified, such as the lack of follow-up with alumni, as well as participants who did not utilize their time effectively, causing them to fall behind in the training material (Lulita et al., 2025).

The research conducted by Makrufatus Sa'idah and Muhammad Agus Muljanto, titled "Analysis of the Effectiveness of Competency-Based Training for Prospective Local Workers in Gresik Regency," aimed to analyze the training program for prospective local workers in Gresik Regency organized by the Gresik Manpower Office and the Gresik Vocational Center. The method used in this study was a qualitative approach with data collection techniques involving observation and semi-structured interviews. The results of this study indicate that competency-based training is considered effective in terms of its target audience, as this training program is intended for native residents of Gresik who are currently seeking employment; the program can enhance participants' competencies and reduce unemployment rates. Several evaluations were conducted, including efforts to help trainees secure employment after completing the training program and providing guidance to alumni to improve their soft skills following the training. (Sa'idah et al., 2025)

The difference between the current study and previous research is that the method used in this study is a descriptive qualitative research method with an evaluative case study approach. This research design was chosen because it aims to provide an in-depth understanding of the effectiveness of job training programs in enhancing trainees' competencies. The findings of this study indicate that the training program is effective in improving trainees' competencies, making them better prepared for employment, and enabling them to accumulate capital to start their own businesses while working. Several areas for improvement were identified, such as the need to update equipment and the need to track alumni from the Department of Manpower who are already employed.

Research Objectives

The objective of this study is to determine the effectiveness of the job training program at the Karawang Manpower and Transmigration Office's Vocational Training Center (BLK), specifically whether the program is effective in enhancing the competencies of trainees, as well as to identify the supporting factors and obstacles in the implementation of the job training program.

Management

Management is the process of planning, organizing, directing, and controlling to utilize an organization's resources so that it can achieve its objectives effectively and efficiently (Jannah & Mufidah, 2023). This means that management is the way in which human resources or the operation of the organization are planned to align with the organization's objectives efficiently and effectively, as achieving these objectives requires appropriate planning.

Management is the process of providing guidance and direction through planning, coordination, integration, the professional and proportional allocation of tasks, organization, control, and the utilization of available resources to achieve mutually agreed-upon goals (Hamidah et al., 2023). This means that management is a method of providing guidance and assigning tasks in accordance with available resources to achieve jointly established goals.

Human Resources Management

According to Drs. Malayu S.P. Hasibuan, Human Resource Management is the art of managing the relationships and work roles among companies, employees, and society so that they can achieve their respective goals effectively and efficiently. This means that HRM is the science of managing the roles and relationships of the workforce to align with the goals of the company, employees, and society. For example, the UPTD BLK Disnakertrans offers training programs designed to help participants develop personal competencies that can be applied in the workplace or for their own benefit, such as creating their own job opportunities and contributing to the shared goal of making the workforce competitive. In the book Human Resource Management by R. Supomo (2018:6) (MANAJEMEN SUMBER DAYA MANUSIA, n.d.)

Effectiveness of Training Programs in Improving Competence

According to Effendy (cited in Putri, 2023), effectiveness refers to the communication or process of achieving objectives in accordance with the predetermined budget, timeline, and staffing levels. (Putri, 2023) This means that effectiveness is the process of designing an organization's program for success, including the budget, implementation timeline, and staffing levels required for the program to effectively achieve the organization's objectives.

According to Ratnasari in Enjang & Suroso (2019), training is a work-related activity provided by a company to its employees with the aim of developing their skills, behaviors, and attitudes. This means that training is a process designed to enhance employees' skills, behaviors, and attitudes so that they can continue to grow and meet company standards.

Competency-Based Training (CBT) is on-the-job training conducted in the workplace with the aim of enabling employees to improve their skills, so that they can perform their duties effectively and efficiently in accordance with applicable regulations and procedures. Utami in (Anisah Nasution & Mawaddah Irham, 2023b) CBT is a training process designed to help employees understand their duties so they can perform them effectively and efficiently in accordance with applicable regulations and procedures.

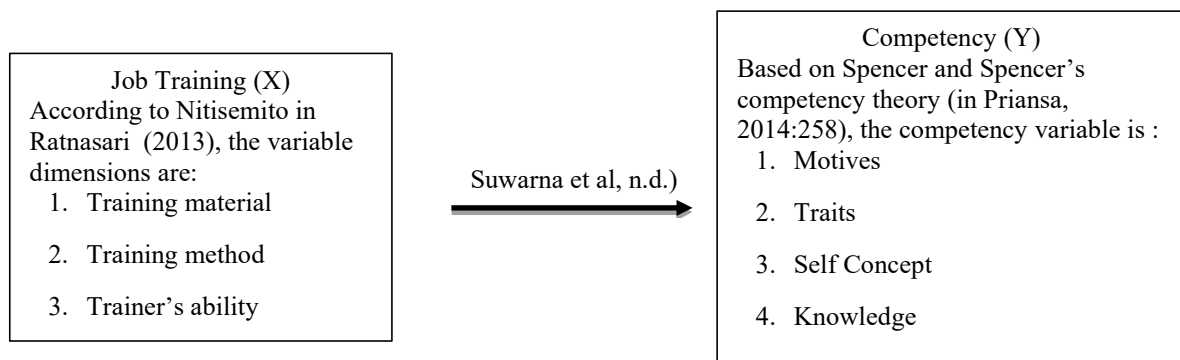
According to Pangestu, with a qualified workforce, a company's needs can be met through training, motivation, and career development programs, enabling employees to achieve optimal results and enhance company productivity. (Asriah et al., 2023) Training, motivation, and career development programs can produce a qualified workforce, thereby enabling employees to deliver their best performance and achieve company productivity.

CIPP Evaluation Model

This study uses the CIPP evaluation method to measure the effectiveness of the training program in improving competencies. The CIPP Evaluation Model According to Suharsimi Arikunto and Cepi Safruddin Abdul Jabar (2008:45), the CIPP evaluation model was first developed by Daniel Stufflebeam in 1996. Stufflebeam stated that CIPP is a comprehensive framework that provides information and is used to identify appropriate alternatives for decision-making. CIPP stands for Context Evaluation, Input Evaluation, Process Evaluation, and Product Evaluation.

Research Framework And Research Hypotheses

Figure 1 Conceptual Framework



Proportion

If implemented in accordance with established procedures and using methods appropriate to the field, a job training program can enhance the competencies of the participants.

METHOD

Analysis Method

According to Walidin, Saifullah, and Tabbani in Tiara Tanzuziler, (2023), qualitative research is a research process aimed at understanding human or social phenomena by creating a comprehensive and complex picture that can be described in words, reporting detailed perspectives obtained from informants, and conducted in natural settings. This means that qualitative research is a process of understanding a phenomenon, derived from informant sources, followed by the research itself.

This study was conducted at the UPTD (Regional Technical Implementation Unit) of the Karawang Regency Vocational Training Center, under the Karawang Regency Department of Manpower and Transmigration. The research design is a descriptive qualitative study using an evaluative case study approach. A descriptive research design with an evaluative case study approach was chosen because it aims to provide an in-depth understanding of the effectiveness of vocational training programs in enhancing the competencies of trainees. This study was conducted scientifically, involving one key informant the Head of the Vocational Training Center (BLK) at the Karawang Regency Department of Manpower and Transmigration, 16 primary informants who were training program participants, and 9 additional informants who were instructors or trainers in the training program at the BLK Technical Implementation Unit (UPTD) of the Karawang Regency Department of Manpower and Transmigration.

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information and is used to identify appropriate alternatives for decision-making. CIPP stands for Context Evaluation, Input Evaluation, Process Evaluation, and Product Evaluation. Context evaluation includes the program background, participant needs, and training objectives. Input evaluation includes instructors, facilities and equipment, curriculum, and participants. Process evaluation includes training methods, discipline, and adherence to the plan. Outcome evaluation includes skill improvement, certification, and job readiness. CIPP serves as the focus of evaluation and is a component of the process of a program or activity. (Untuk et al., 2022).

The data collection techniques in this study include observation, interviews, and documentation, while the data analysis process involves data reduction, data presentation, and drawing conclusions in accordance with the model by Miles and Huberman (1994) as cited by Mukhyar, (2025).

The interview guidelines were established to gather in-depth information to address the research questions of the current study. The interviews were conducted using a semi-structured approach, in which the researcher prepared several questions or discussion points in advance, which could then evolve as the interview progressed. Key areas of focus in the interviews include: the content covered during the training sessions; the methods employed in the on-the-job training program; the trainers' ability to instruct program participants; participants' commitment to the training program; the understanding participants gained after completing the on-the-job training program; and the competencies participants acquired after completing the on-the-job training program.

RESULTS AND DISCUSSION

Competency based training at the Departement of Manpowr's vocational training center

The competency-based training program organized by the Karawang Regency Department of Manpower and Transmigration is a vocational training program designed to enhance the competencies of trainees so they are better prepared for the workforce. The program also aims to equip trainees with the skills needed to start their own businesses after completing the training at the Karawang Regency Department of Manpower's Vocational Training Center (BLK).

This year, the Karawang Regency Manpower Office's Vocational Training Center (BLK) is offering vocational training programs in the following fields: Garment and Apparel, Tourism (Barista and Pastry), Refrigeration (Residential Air Conditioning Technician), Information and Communication Technology, Beauty Care, Manufacturing Technology, Electronics Technology, Welding Technology, and Electrical Technology. The training materials for all these programs align with the Ministry of Manpower of the Republic of Indonesia's Training Program. The Competency-Based Training Modules serve as a guide for trainees, covering knowledge, work attitudes, and skills to help them achieve specific competencies in accordance with the training program, which is based on established competency standards.

Table 2. Training Participant Data At The Karawang Labor Department Vocational Training Center Employed And Unemployed

No	Vocational	Already Working	Not Yet Working	Total Number Of Training Participants
1	Garmen Apparel	0 People	16 People	16 People
2	Tata Rias Kecantikan	0 People	16 People	16 People
3	Teknik Las	0 People	16 People	16 People
4	Teknik Listrik	2 People	14 People	16 People
5	Refrigeration (Teknisi AC)	0 People	16 People	16 People
6	Pariwisata (Barista dan Pastry)	0 People	16 People	16 People
7	Teknik Elektronika	0 People	16 People	16 People
8	Teknologi Informasi dan Komunikasi (TIK)	0 People	16 People	16 People
9	Manufaktur	0 People	16 People	16 People

Source: Data on Training Participants at the Karawang Vocational Training Center (UPTD BLK) in 2025

The participants in the training program are mostly unemployed individuals, the majority of whom lack prior knowledge and skills in the vocational fields they have chosen. Participants chose to enroll in training in their respective fields because they want to enhance their competencies in their chosen vocational fields; another goal is to prepare themselves for employment in companies and other sectors. Participants also have a desire to start their own businesses, but because they are hindered by a lack of capital, they choose to work first; once they have saved enough capital, they will start their own businesses.

Learning and Training Methods

The learning process in this training program is as follows: during the first hour of each session, participants are taught basic mathematics and take a psychometric test for use in the workplace. Occasionally, participants are taught how to conduct a proper interview by the HR department of a specific company; however, this interview training is not conducted daily, unlike the basic mathematics and psychometric test sessions. The method of teaching basic mathematics by the trainer to the participants was implemented because, according to an interview conducted with the Head of the Karawang Manpower Office's Vocational Training Center (BLK), basic mathematics instruction is provided because some companies have noted that during employee selection, many candidates still lack a solid understanding of basic mathematics—even though, for a company, mastering basic mathematics is an essential skill that all employees must possess. In response to these concerns, the Karawang BLK Disnaker decided to provide basic mathematics instruction to the trainees so that they would better understand the subject and be better prepared to take basic mathematics tests during company employee selection processes.

The learning process then continued with a presentation of the material, followed by hands-on practice using equipment provided by the BLK Disnaker. Participants will first be introduced to the names of the tools, their uses, how to use them, and what equipment is needed to conduct the training. The material provided starts with the basics; for example, in the Engineering and Manufacturing vocational program, participants will be taught about measuring instruments and the necessary equipment, followed by a presentation of the material and then practical training. In the Barista program, participants are first taught the history of coffee beans, types of coffee, and an introduction to coffee machines, followed by other topics and then practical training. In the Garment and Apparel program, participants learn about clothing patterns and designs, the tools needed for sewing, how to use sewing machines, and engage in practical training to create garments from start to finish. In the Beauty Care program, students are introduced to body care and grooming from

head to toe; they are also taught about skin types and the types of makeup suitable for daily use and various occasions. Training and instruction for all programs are provided from the beginning until participants fully understand the material presented.

Training Outcomes according to Participants

According to statements from participants in the Karawang Manpower Office's Vocational Training Center (BLK) program, collected through interviews with trainees from all training programs conducted directly by the researcher, the participants reported that the material presented was easy to understand and aligned with the needs of their respective vocational fields. The inclusion of basic mathematics and psychometric testing in the curriculum helped trainees gain a better understanding of these subjects, which typically serve as initial screening tests when applying for jobs at companies. The teaching method, which begins with the presentation of material followed by practical application, helped participants better grasp the material. Participants also used this opportunity to practice the skills and knowledge previously taught by their respective vocational instructors using the provided tools. Participants also feel that their skills have improved after completing the training at the Karawang Manpower Office's Vocational Training Center (BLK). They are highly committed to the training because they want to fully grasp the material and practical exercises provided, ensuring they are well-prepared for future employment at companies.

According to the trainees, after completing their training at the Karawang Manpower Office's Vocational Training Center, they plan to work at a company first to save up capital. Once they have saved enough, they intend to start their own business or take over the business currently owned by their parents. Upon completing the training, participants will receive a certificate as proof that they have completed the training at the Karawang District Manpower Office Vocational Training Center. Although this certificate is not yet a BNSP-accredited certificate, the certificate issued is sufficient to serve as a credential for them in seeking employment, as it is issued directly by the Karawang Manpower Office Vocational Training Center.

Challenges in the Competency Based Training process

The Karawang Regency Manpower Office's Vocational Training Center faces several challenges in its training programs, such as the fact that the practical training equipment for each vocational program has not been updated and still consists of basic tools that are not as advanced as those used in companies. This is due to a lack of funds to update these practical training tools. According to the head of the Karawang Manpower Office's Vocational Training Center, this is because the training programs organized by the center rely on funding from the local government budget, where the allocated funds are still limited, making it impossible to support the updating of practical training tools within the training programs.

According to an interview conducted with the head of the Karawang Manpower Office's Vocational Training Center (BLK Disnaker), the center is eager to update the equipment used for practical training in its programs so that training can be conducted effectively and participants can learn using the latest tools relevant to the workplace; however, these plans cannot be realized due to constraints related to the local government budget (APBD). Another challenge is the lack of reporting data from training program alumni and companies regarding the employment status of BLK Disnaker alumni who have secured jobs or been hired by companies.

Research Findings

According to the results of interviews conducted by the researcher with the head of the Karawang Manpower Office's Vocational Training Center (BLK), training program participants, and in line with the theoretical framework and hypotheses. The materials used for the learning process align with the Ministry of Manpower's Training Program; this is further supported by tools available for hands-on practice corresponding to the presented materials, as well as direct acknowledgment from participants that the training program significantly aids in enhancing their competencies. The

results of this study indicate that the training program has proven effective in enhancing participants' competencies, making them better prepared for employment. Consequently, while working, they can accumulate capital to start their own businesses. However, several aspects require evaluation, such as the infrastructure and updating of tools supporting practical training, as well as monitoring data on alumni who have secured employment following their participation in the training program at the Karawang District Manpower and Transmigration Office's Vocational Training Center.

CONCLUSION

Based on the discussion regarding the effectiveness of vocational training programs in enhancing trainees' competencies, several conclusions can be drawn. Vocational training programs that utilize vocational-specific learning materials and systems align with the Ministry of Manpower's training programs and are supported by professional instructors in their respective fields; furthermore, the equipment used corresponds to the basic practices of each vocational field. Therefore, these vocational training programs are deemed effective in enhancing trainees' competencies. The BLK Disnaker vocational training program must consider several factors for evaluation, such as updating training program equipment to align with the more modern and up-to-date tools used in companies, thereby better supporting the training process for BLK Disnaker Karawang trainees, as well as monitoring data on alumni who have secured employment.

A limitation of this study is that it does not further examine the participants after they became alumni of the Karawang Manpower Office's Vocational Training Center (BLK). Future research is expected to provide a more in-depth analysis of the participants' career trajectories after they became alumni of the BLK training program.

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