

Role of Competency-Based Training Program by Sidoarjo Manpower Office in Improving Human Resources and Income

Peran Program Pelatihan Berbasis Kompetensi oleh Dinas Tenaga Kerja Sidoarjo dalam Meningkatkan Sumber Daya Manusia dan Pendapatan

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Abstract. *General Background* Regional economic growth depends heavily on human resource quality and workforce adaptability. *Specific Background* High open unemployment in Sidoarjo Regency requires targeted skill-building strategies aligned with industrial needs. *Knowledge Gap* Existing studies rarely examine how competency-based training directly affects participant skill acquisition and community income in regional manufacturing. *Aims* This study analyzes the role of the shoe upper sewing training program by the Sidoarjo Manpower Office in enhancing human resources and local income. *Results* Triangulation reveals that practical training improves technical and soft skills while direct industry partnerships secure steady employment and higher wages for graduates. *Novelty* The research demonstrates a direct functional framework connecting municipal vocational training with immediate corporate workforce integration. *Implications* Competency-based initiatives effectively reduce regional open unemployment and foster sustainable local economic growth when backed by strategic private-sector alliances.

Keywords: Competency-based Training, Human Resources, Community Income, Unemployment, Manpower Office

Abstrak Latar Belakang Umum Pertumbuhan ekonomi regional sangat bergantung pada kualitas sumber daya manusia dan kemampuan adaptasi tenaga kerja. **Latar Belakang Khusus** Tingginya pengangguran terbuka di Kabupaten Sidoarjo membutuhkan strategi pengembangan keterampilan yang tepat sasaran sesuai dengan kebutuhan industri. **Kesenjangan Pengetahuan** Studi yang ada jarang meneliti bagaimana pelatihan berbasis kompetensi secara langsung mempengaruhi perolehan keterampilan peserta dan pendapatan masyarakat di sektor manufaktur regional. **Tujuan Penelitian** ini menganalisis peran program pelatihan menjahit bagian atas sepatu oleh Dinas Tenaga Kerja Sidoarjo dalam meningkatkan sumber daya manusia dan pendapatan lokal. **Hasil** Triangulasi menunjukkan bahwa pelatihan praktek meningkatkan keterampilan teknis dan soft skill, sementara kerja sama langsung dengan industri menjamin pekerjaan yang stabil dan gaji lebih tinggi bagi lulusan. **Kebaruan** Penelitian ini menunjukkan adanya kerangka fungsi langsung yang menghubungkan pelatihan kejuruan kota dengan integrasi tenaga kerja perusahaan secara langsung. **Implikasi** Inisiatif berbasis kompetensi secara efektif mengurangi pengangguran terbuka di daerah dan mendorong pertumbuhan ekonomi lokal yang berkelanjutan ketika didukung oleh kerja sama strategis dengan sektor swasta.

Kata Kunci: Pelatihan berbasis kompetensi, Sumber Daya Manusia, Pendapatan Komunitas, Pengangguran, Dinas Tenaga Kerja

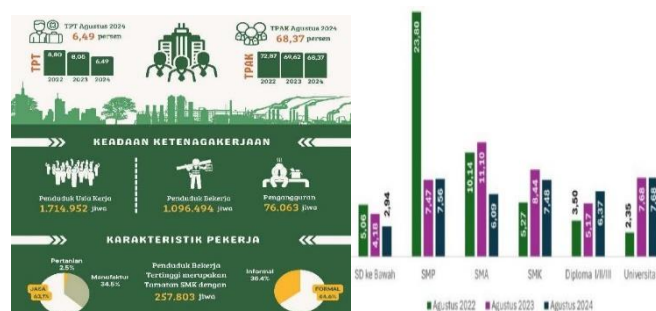
I. PENDAHULUAN

A region's development is not only determined by the availability of natural resources, but also depends heavily on the quality of its human resources. Quality human resources are the primary driver of increased productivity and competitiveness, both at the regional and national levels. (Rohmah et al., 2025) In the era of globalization and rapid technological development, the demand for a competent workforce is increasing. Companies need workers who possess not only theoretical knowledge but also practical skills relevant to job market needs. (Pramesti et al., 2024) The government is currently striving to improve this through various training programs, one of which is competency-based training. Competency-based training programs are a strategy for providing workforce skills. (Monica & Candradewini, 2025) This program is designed to meet specific competency standards, enabling participants to master skills that can be directly applied in the workplace. The training also emphasizes achievement-based evaluation, where participant success is measured by the extent to which they demonstrate the skills learned, not simply by completing training hours.

In Sidoarjo Regency there is a Manpower Office which is responsible for managing employment

matters, playing an important role in planning, implementing and supervising competency-based training programs.(Swari et al., 2023). This is to ensure the program runs optimally. As a region with high industrial activity in East Java, Sidoarjo requires a skilled and adaptable workforce. One of the training programs offered by the Sidoarjo Regency Manpower Office to the community is Shoe Upper Sewing Training. The Sidoarjo Regency Manpower Office also collaborates with several companies.(Octaziano & Hardjati, 2024). Thus, the implementation of competency-based training programs can be tailored to required skill standards and effectively absorb the workforce. This effort is crucial for addressing unemployment. Unemployment is a situation where a worker wants to find work but cannot find it.(Adriyanto et al., 2020). The unemployed workforce has a lower standard of living, psychological distress or stress, and family problems due to insufficient income. Sidoarjo Regency still faces the challenge of relatively high unemployment rates, especially among those of working age.

Figure 1. Graph of Unemployment Rates in Sidoarjo



The Open Unemployment Rate (TPT) was 6.49%, down 1.56% compared to 8.05% in August 2023. This TPT was the highest in East Java. In the top 5, following Sidoarjo were Gresik Regency (6.45%), Malang City (6.10%), Bangkalan Regency (5.35%), and Malang Regency (5.13%). In terms of education completed in August 2024, Sidoarjo's TPT for college/university graduates showed the highest figure, at 7.68%. This was followed by junior high school graduates at 7.56%. Compared to August 2023, the TPT for junior high school and Diploma I/II/III graduates showed an increase, while the TPT for university graduates showed the same figure. Meanwhile, the TPT for elementary school graduates and below, high school graduates, and vocational high school graduates showed a decrease. The TPT for those with elementary school education and below remained the same as the previous year, with the lowest percentage compared to other levels at 2.94%. This shows that out of every 100 workers with elementary school education or less, around 2-3 of them are unemployed.(Kurdi, 2025).

By providing skills that meet the needs of the job market, it is hoped that this training program can help reduce unemployment rates while improving community welfare. Article 27 paragraph (2) of the 1945 Constitution states that "Every citizen has the right to work and a decent living for humanity."(Nugroho & Najicha, 2023)This article affirms that every citizen has the right to employment and a decent living. However, although the Sidoarjo Regency Manpower Office has provided a forum and facilities for the community to participate in training that can improve skills, many participants still withdraw before the training program is completed. This presents a challenge because it reduces the program's effectiveness and hinders the achievement of the goals of improving human resource quality and community income.

Competency-based training impacts the improvement of human resource quality. Participants acquire not only technical skills but also soft skills such as discipline, responsibility, and teamwork. Improved human resource quality will make it easier for workers to find decent jobs, ultimately contributing positively to reducing unemployment.(Anjarwati et al., 2020). So people's income will increase.

Community income can be used to measure the level of welfare and economic progress of a

region.(Sulastri & Pariyanti, 2019). Income can also be said to be an addition to a person's finances which is used to meet needs or increase their income.(Wijaya et al., 2024)Through competency-based training, communities are equipped with skills relevant to job market needs, thus increasing their chances of finding employment with a decent income. This increased income also contributes to reducing social inequality.(Hababil et al., 2024)The success of competency-based training is measured not only by the number of participants who graduate, but also by the tangible impact in the form of sustainable community welfare.

Previous research has not comprehensively examined the extent to which competency-based training programs directly impact human resource quality and community income. Therefore, the purpose of this study was to determine whether the competency-based training program at the Sidoarjo Regency Manpower Office impacted human resource development and community income.

II. METODE

The internship implementation method in this study used triangulation. Triangulation involves the use of observation, interviews, and documentation to gain a more comprehensive understanding.(Andi Zulherry et al., 2023).

a. Observation Method

The observation method was carried out to directly observe the behavior of participants in the competency-based training on sewing shoe uppers in terms of their activeness and suitability in following the training material.

b. Interview Method

Interviews were conducted to gather more in-depth information from relevant parties, including program organizers, instructors, and participants in the shoe upper sewing competency-based training. The purpose of these interviews was to gain a deeper understanding of the training program.

c. Documentation Method

The documentation method was used to collect data in the form of reports, archives, and documents related to the competency-based training on sewing shoe uppers. These documents will provide the information necessary to analyze the training implementation and support the results obtained from the observation and interview methods.

III. HASIL DAN PEMBAHASAN

The Role of the Sidoarjo Regency Manpower Office's Competency-Based Training Program in Improving Human Resources

The competency-based training program organized by the Sidoarjo Regency Manpower Office plays a crucial role in improving the quality of human resources. Through this program, participants are equipped with practical skills tailored to company needs, including sewing shoe uppers, enabling them to enhance their capacity and readiness for competitive employment. Interviews reinforce the crucial role of the competency-based training program, sewing shoe uppers, in improving human resources. As conveyed by Mr. Angga Setiawan, Head of the Job Training and Labor Productivity Division, he stated:

"This competency-based shoe upper sewing training program is designed to improve the capacity and capabilities of the Sidoarjo community, particularly in skills relevant to company needs. Currently, the Sidoarjo Regency Manpower Office is collaborating with PT. Aggionmultimex International Group to place prospective employees in the shoe upper sewing division." (Interview, August 5, 2025)



Figure 2. Photo of an Interview with the Head of the Job Training and Workforce Productivity Division

The interview results indicate that this training program has a long-term impact on building a competent community that meets the demands of the workplace. The current world of work is undergoing rapid transformation, marked by technological advances, automation, and changes in corporate patterns that demand workers with specific competencies. If people do not have relevant skills that align with company needs, they will experience difficulties in accessing job opportunities. The competency-based shoe upper sewing training program organized by the Sidoarjo Regency Manpower Office in collaboration with PT. Aggimultimex International Group demonstrates the government's strategic role in preparing competent human resources that meet company demands. With relevant skills, the people of Sidoarjo have a greater opportunity to access employment, increase competitiveness, and encourage economic independence, thereby strengthening the quality of human resources. This is supported by previous research.(Rusmulyani, 2021),(Musafah & Nurfuadi, 2025),(Akadun et al., 2021).

Meanwhile, an interview with the shoe upper sewing training instructor by Mr. Muhtadin Muslih, he stated:

"Initially, the training participants lacked the skills to sew shoe uppers. However, after completing the training, they were able to sew shoe uppers effectively, meeting the company's production standards. This training included not only theoretical training but also hands-on experience sewing shoe uppers on a sewing machine." (Interview, August 4, 2025)



Figure 3. Interview Photo with Shoe Upper Sewing Training Instructor

The interview results indicate that this training program is not only theoretical but also practical, providing real-world skills that can be directly applied to the company's needs. Participants who initially had no sewing experience were able to master the skill of sewing shoe uppers to the

company's standards through competency-based training. This training serves as an effective means of improving the community's practical skills, thus better preparing them to enter the workforce. This aligns with the concept of human capital theory, based on Becker's (1964) ideas, which emphasize the importance of investing in improving the quality of human resources through education and training. (Likuwatan et al., 2024). The participants' success in mastering new skills demonstrates that competency-based training programs play a crucial role in bridging the gap between unskilled workers and company needs. With these skills improvements, communities not only gain broader job opportunities but also contribute to regional economic growth and support the creation of a competent and competitive workforce at the regional and national levels. This is supported by previous research. (Salsabila & Hertati, 2022), (Widiastuti et al., 2025), (Surahman, 2024), (Puspitasari & Muhamad, 2023).

Then, in an interview with a representative of the shoe upper sewing training participants, he stated:

"I took this shoe upper training to improve my skills and try something new. Although some of my friends withdrew before the training was completed because they had already found jobs. I hope the Sidoarjo Regency Manpower Office can again hold competency-based training programs to provide broader benefits to the Sidoarjo community, especially in improving job skills that are an added value in entering companies. The facilities provided by the Sidoarjo Regency Manpower Office for this training program are also very good." (Interview dated August 4, 2025)



Figure 4. Photo of Interview with Participants and the Shoe Upper Sewing Training Process

The interview results indicate that this training program provides tangible benefits for participants, particularly in enhancing their job skills. Participants who previously lacked sewing skills were able to acquire new skills through this training. These acquired skills not only boosted participants' confidence but also served as added value, making them more competitive in company recruitment processes. This training not only provided knowledge but also enhanced individual capacity by providing hands-on practice using shoe upper sewing machines. Furthermore, it is hoped that the Sidoarjo Regency Manpower Office will continue to provide competency-based training programs.

Sustainable training is crucial to providing broader opportunities for other members of the community to develop skills in line with the demands of the workplace. If this program is implemented sustainably, it will create more skilled, competent, and adaptable human resources to company needs, thus not only benefiting individual participants but also contributing to improving the quality of the regional workforce and overall economic development. This is supported by previous research.(Salsabila & Hertati, 2022),(Susilawati et al., 2016),(Kusnadi, 2019),(Pribadi, 2016).

The Role of the Sidoarjo Regency Manpower Office's Competency-Based Training Program in Increasing Community Income

The Competency-Based Training Program, organized by the Sidoarjo Regency Manpower Office, plays a strategic role not only in improving the quality of human resources but also in providing greater opportunities for Sidoarjo residents to obtain jobs with more decent wages. This, in turn, can contribute to sustainable improvements in the community's economic well-being. Interview results reinforce the crucial role of the competency-based shoe upper sewing training program in increasing community income. As conveyed by Mr. Angga Setiawan, Head of Job Training and Labor Productivity, he stated:

"The competency-based training program for sewing shoe uppers implemented by the Sidoarjo Regency Manpower Office in collaboration with PT. Aggiomultimex National Group is expected to reduce unemployment and increase the income of the people of Sidoarjo, especially for those who previously did not have jobs who will receive a steady income because of direct job placement in the company after the training is completed with a monthly salary from PT. Aggiomultimex National Group." (Interview dated August 5, 2025)



Figure 5. Photo of an Interview with the Head of the Job Training and Workforce Productivity Division

The interview results indicate that this training program is not only oriented towards skills improvement, but also serves as a strategic step in connecting labor availability with company demand. The collaboration between the Sidoarjo Regency Manpower Office and PT. Aggiomultimex National Group includes a systematic mechanism, where participants not only acquire hard skills in sewing shoe uppers but also gain direct access to job opportunities. This training not only produces skilled individuals but also supports a more effective and targeted labor absorption process. Individuals with specific skills tend to be more productive, thereby increasing their personal income while contributing to regional economic growth. This is supported by previous research.(Amaludin et al., 2025),(Hariyono et al., 2025),(Siagian, 2023),(Septiani et al., 2024),(Ismiati et al., 2024).

Meanwhile, an interview with one of the staff of the Job Training and Workforce Productivity Division by Mrs. Pitaloka Arinda Putri, she stated:

"After completing the training, participants were immediately placed in the shoe upper production division of PT. Anggiomultimex National Group. This automatically reduced unemployment in Sidoarjo and increased the income of residents who previously lacked a stable source of income. The majority of participants were recent high school/vocational school or college graduates, but some also withdrew abruptly." (Interview, August 7, 2025)



Figure 6. Photo of an Interview with Staff from the Job Training and Workforce Productivity Division

The interview results indicate that this training program has implications for reducing unemployment rates, thereby increasing the income of the Sidoarjo community. The integrated recruitment system with PT. Anggiomultimex National Group allows training participants to gain more secure job opportunities after completing the program. Therefore, competency-based training in sewing shoe uppers is not only oriented towards transferring knowledge and skills, but also serves as an employment policy instrument that can address labor market needs. This increased job access has an impact on increasing community incomes, especially for high school (SMA/SMK) and university graduates who have not previously had work experience. By channeling participants to companies in need of workers, competency-based training is able to provide more targeted and guaranteed job access for participants. This ultimately not only reduces open unemployment but also prevents the escalation of socioeconomic problems that often arise due to limited job opportunities in the region. This is supported by previous research.(PinPin et al., 2023),(Alfaritdzi & Prathama, 2023),(Khoirudin, 2024),(Yuninda et al., 2022).

KESIMPULAN

Sidoarjo Regency Manpower Office plays a significant role in improving the quality of human resources while also having a positive impact on increasing community income. Through shoe upper sewing training designed to meet company needs, participants gain relevant practical and soft skills, thus being better prepared to compete in the workforce. Furthermore, the collaboration between the Sidoarjo Regency Manpower Office and PT. Anggiomultimex International Group provides real job placement opportunities for participants after the training is completed. This has a direct impact on reducing unemployment in Sidoarjo Regency and increasing community income, especially for high school/vocational school and college graduates who lack work experience. Thus, the competency-based training program is not only a means of improving skills but also a strategy for sustainable regional economic development. The Sidoarjo Regency Manpower Office must also conduct evaluations during the recruitment process to ensure participants complete the training program to completion and obtain optimal benefits.

ACKNOWLEDGMENTS

The author would like to thank Muhammadiyah University of Sidoarjo for their support during the study process. and the Faculty of Business, Law, and Social Sciences Management Study Program for their guidance. The author would also like to express his gratitude to the Sidoarjo Regency Manpower

Office, the Instructors, and the Participants of the Shoe Upper Sewing Training for their cooperation and participation in this research.

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