

STRATEGY TO IMPROVE THE QUALITY OF HUMAN RESOURCES (HR) THROUGH A TRAINING PROGRAM AT THE JOB TRAINING CENTER

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Abstract

This research is based on the low quality and skills of Human Resources (HR) which results in a large workforce in East Tanjung Jabung Regency who are still not working, which can be seen from BPS data of East Tanjung Jabung Regency regarding the Unemployment Rate in East Tanjung Jabung Regency. The formulation of the problem in this study is how the Strategy for Improving the Quality of Human Resources (HR) through a Training Program at the Job Training Center (Blk) of East Tanjung Jabung Regency. The research method used is qualitative. Data were collected through questionnaires (questionnaires), observations (observations) and documentation. The sampling method used is sensu which is carried out to the BLK (Job Training Center) and participants for each type of training carried out. The result of this research is that the development of human resources is generally indeed a must and need. Job training has an effect on the improvement and development of attitudes, ways of working, behavior, knowledge and skills as well as workers' morals so as to create good work performance and get optimal results for their well-being. The low educational background results in low competence so that there is a lack of expertise in work. Therefore, the role of the UPTD of the East Tanjung Jabung Regency Job Training Center is needed as one of the efforts to reduce the unemployment rate in East Tanjung Jabung Regency through its job training.

Keywords: Use of Training, Improvement Strategy, Human Resources Quality, BLK

INTRODUCTION

Poverty that occurs in various regions in Indonesia is a classic problem that has become a complex problem for a long time, because poverty will trigger crime or criminality, because humans need resources to survive. The economic needs in the current era of globalization are indeed very high, but this is not supported by an adequate number of jobs and people's skills to work (Disnaker, 2022:3).

Indonesia as a developing country has carried out various developments in various fields both in the fields of science, law, politics, social and culture. The development is certainly intended to improve the welfare of the community and meet their needs. Development requires resources, both natural resources and human resources (Amiruddin, 2016:1).

The employment aspect in general is always related to the number of people with income per capita of a region, which can reflect the progress and welfare of a country or

region. Given that calculating the national income of a country is based on the total income of the entire population divided by the total population (Fahadil Amin Al Hasan & Muhammad Irfan Maulana, n.d.:2).

The problem of employment in Indonesia has become a never-ending problem and an obstacle to development in Indonesia, this is because the quality of the workforce in Indonesia is still low. Meanwhile, the workforce itself plays an important role in carrying out development activities, where a workforce that has good quality will be able to support development in a country (Yulzain & Jumiati, 2020:13).

Likewise, the employment problem in Jambi Province, especially East Tanjung Jabung Regency, which is quite concerning, which is characterized by a high number of unemployment, low and uneven community income. Based on data issued by the Central Statistics Agency in the publication of East Tanjung Jabung Regency in the 2023 Figures, it is known that the number of people 236,727 people. The following is presented as the percentage of population density in East Tanjung Jabung Regency below.

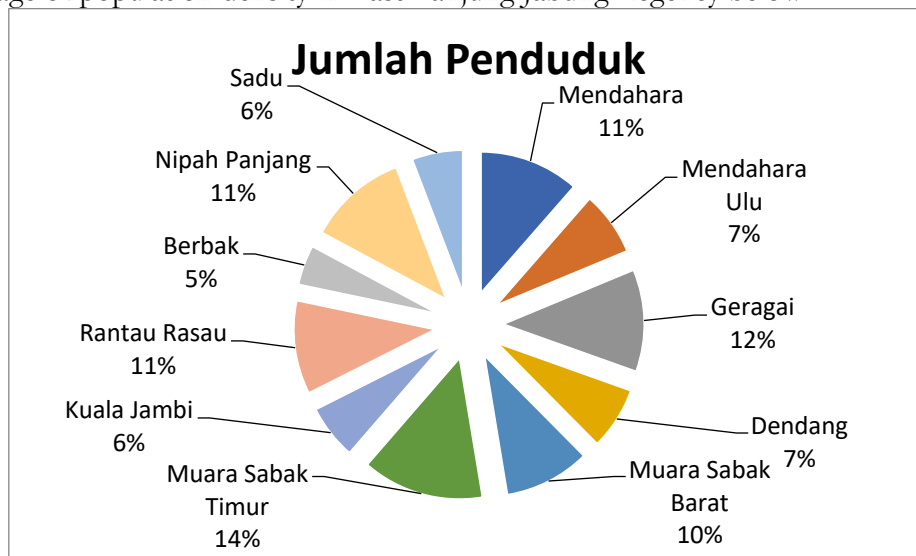


Figure 1. Number of Residents of East Tanjung Jabung District and Regency

Source: BPS Tanjung Jabung Timur Regency

Table 1. Large Number of Population Aged 15 Years and Older by Type of Activity and Gender

| It | Activities | Man | Woman | Total |
|----|-----------------------|--------|--------|---------|
| | 1 | 2 | 3 | 4 |
| I | Workforce | 78.760 | 41.094 | 119.854 |
| | a. Work | 77.171 | 40.677 | 117.848 |
| | b. Open Unemployment | 1.589 | 417 | 2.006 |
| II | Not the Labor Force | 11.589 | 45.958 | 57.547 |
| | a. School | 5.516 | 7.202 | 12.718 |
| | b. Taking Care of the | 1.763 | 36.150 | 37.913 |

| | | | | |
|--------------|-----------|--------|--------|---------|
| | Household | | | |
| | c. Others | 4.310 | 2.606 | 6.916 |
| Amount/Total | | 90.349 | 87.052 | 177.401 |

Source: BPS Tanjung Jabung Timur Regency

From table 1, it can be seen that the number of job seekers in East Tanjung Jabung Regency is 117,848 people, 77,171 of whom are men and 40,677 of whom are women. Therefore, to overcome this employment problem, the Ministry of Manpower formed BLK spread throughout regions in Indonesia, one of which is the Job Training Center (BLK) in East Tanjung Jabung Regency. The Job Training Center (BLK) is a forum to carry out training activities for participants who take part in the training so that participants are able to master a certain work competency that can be used as a provision for themselves to enter the job market.

The government is also making efforts to overcome unemployment, one of which is by improving the quality of the workforce. The way that can be done to improve the quality of the workforce is by training for the development of labor professionalism, in addition to that by trying internship training in the workplace, and a very effective way to improve the quality of the workforce is by improving the quality of community education and also adjusting the talents owned by the community, especially the younger generation with business, be it through formal education, courses, or others (Abdi, 2019:28).

The existence of BLK is expected to be able to create a skilled and qualified workforce so that it can compete in the industrial world. By participating in the BLK job training program, job seekers and the unemployed can improve their work skills in accordance with market needs and immediately fill job vacancies available in the company, besides that trainees can also create their own jobs or be entrepreneurs independently. The types of training applied are Information and Communication Technology (ICT), Apparel Garment, Processing, Automotive Engineering, Electrical Engineering, and Beauty. All training carried out by BLK is using sources of funds sourced from the State Revenue and Expenditure Budget (APBN) (Fathurohman, 2023:12).

However, in reality, in the UPTD BLK of East Tanjung Jabung Regency, there are still problems such as the lack of the number of instructors, where out of 6 (six) vocational, there are only 6 (six) instructors. The next problem is the lack of facilities and infrastructure, which is characterized by the fact that the facilities used are old facilities and there is a lack of facilities for several vocations. And the next problem is the low quality of trainees, this can be seen from the results of the competency test conducted at UPTD BLK after participating in job training, where there are still several trainees who do not pass the competency test conducted in each sub-vocation. Each sub-vocational consists of 16 training participants, and when taking the competency test, there are only 12 to 14 people who pass this competency test.

Based on the description of the previous research problem that has been researched by researcher Fathurohman Hafidz in 2024 with the title Human Resource Development Strategy at the Jember Job Training Center, East Java Provincial Manpower and Transmigration Office, which is one of the supporters of this study, that there is a gap in previous research where previous research focused on the strategic position and development direction of UPT BLKI Jember has weak competitive strength and the attractiveness value of medium businesses. So the strategy that can be taken is to specialize,

look for potential that can be developed, and consider removing some services (Fathurohman, 2023:11).

Then, in a previous study that has been researched by Ayi Najmul Hidayat in 2022 with the title *The Role of Job Training Centers in Improving Community Skills* which has the same focus on improving human resources and improving workforce competence (Hidayat & Ismelani, 2022:181). Meanwhile, in the research Hidayat Ma'arif in 2022 with the title *The Role of the Samarinda City Job Training Center in Improving Human Resources* where in the research there is a gap, namely in this research Blk Samarinda already has cooperation so that many of the participants of the Samarinda City BLK vocational skills training after completing the training are directly in Tarik to work in Automotive companies, PLN companies, Manufacturing companies, Baangunan Contractor companies and repair service companies *Refrigeration* (M. Hidayat et al., 2022:267).

Therefore, from the gaps in the previous research, this study will not only focus on how the Job Training Center improves the quality of human resources, but the researcher also focuses on the role of the Job Training Center in reducing the unemployment rate in East Tanjung Jabung Regency and also by looking directly at the implications and role of the UPTD BLK.

Therefore, how can UPTD BLK be able to create competent job seekers who are in accordance with the needs of the industrial world and the business world, both formal and non-formal, as well as reduce the number of unemployment rates in East Tanjung Jabung Regency. Therefore, the author is interested in conducting research on *Strategies for Improving the Quality of Human Resources (HR) Through Training Programs at the Job Training Center (Blk) of East Tanjung Jabung Regency and the factors that affect the effectiveness of UPTD BLK in improving the quality of the workforce with a study at UPTD BLK East Tanjung Jabung Regency.*

RESEARCH METHODS

The method used in this study is *the mixed methods* method. Data was collected through interviews, questionnaires, observations and documentation. The sampling method used is sensu which is carried out to the BLK (Job Training Center) and participants for each type of training carried out. The types of questions in the questionnaire are divided into two, namely: open and closed.

RESULTS AND DISCUSSION

Training is one of the important components in the development of human resources (HR) in an organization. The implementation of training programs is expected to increase knowledge, skills, and positive attitudes for human resources which are important capital in organizations/companies. Training is a process that includes a series of actions (efforts) that are carried out deliberately in the form of providing assistance to the workforce carried out by coaching professionals in a unit of time that aims to improve the employability of participants in certain fields of work in order to increase effectiveness and productivity (Novita & Fahlia, 2021:41).

The Job Training Center is a body that carries out Non-Formal training in providing knowledge and work skills in order to provide a workforce that has skills and knowledge to become a ready-to-use workforce and increase work productivity. The Technical Implementation Unit of the Job Training Center as a Government-Owned Training Institution in facing current and future challenges is to increase the

competitiveness of the workforce through training and competency-based development and expertise certification.

Based on research that has been carried out at the UPTD Job Training Center (BLK) of East Tanjung Jabung Regency, the researcher sees that there is a clear goal to be achieved by the UPTD BLK, which aims to improve the quality of the workforce, where the workforce has competence in certain fields that can be used as a provision to enter the job market or industry or entrepreneurship on their own. Implementation of the Training Program where this stage includes: Recruitment of trainees, Implementation of job training programs and assessment of trainees. The rectulists of trainees at BLK East Tanjung Jabung Regency are the workforce who drop out of school and the unemployed workforce, the rectulists of trainees at BLK East Tanjung Jabung Regency by providing an announcement of the registration of prospective participants and available vocational programs by pasting them on the BLK Mading of East Tanjung Jabung Regency (A. N. Hidayat & Ismelani, 2022:186).

The implementation of the job training program at BLK East Tanjung Jabung Regency is carried out in 3 periods or 3 waves per year. The assessment stage of trainees is carried out after training, participants who have passed the training test will get a training certificate, with a training certificate can help the participants in finding a job. Based on the results of the study, it is known that most of the respondents who are participants in skill training at the Job Training Center in East Tanjung Jabung Regency are graduates from high school equivalent who are unable to continue their education in higher education, their goal is to take part in skills training to be able to compete in the world of work, therefore before they enter the world of work, prepare themselves to hone their skills by participating in skills training at BLK is proven BLK alumni participants of East Tanjung Jabung Regency are able to compete in the world of work, this is because of the participant's perspective describing the role played by the East Tanjung Jabung Regency Job Training Center.

This perception is the perspective or assessment of the trainees. Participants, trainers or instructors, training methods, training duration, training materials or materials, and training media are all components of the training. implementation of training. To improve abilities, productivity, and well-being, job training is designed to equip, improve, and develop job skills or expertise. BLK East Tanjung Jabung Regency offers a variety of training options, including Information and Communication Technology (ICT), Garment Apparel, Processing, Automotive Engineering, Electrical Engineering, and Beauty.

Therefore, sharing employment policies is carried out as an effort to increase the competence and productivity of Human Resources (HR) and improve welfare in order to increase regional competitiveness. Along with this, the development of job expansion is still colored by problems, including:

- a. Low competence and productivity of job seekers.
- b. Limited job opportunities.
- c. The unemployment rate is still high.

To be able to carry out these duties and functions properly, it is also necessary to have good training management, from planning, implementation to training evaluation. The East Tanjung Jabung Regency Job Training Center in managing or implementing job training has fulfilled management functions. It is hoped that the management of the training can run well in accordance with its duties and functions.

1. Human Resource Planning

a. Teaching Resources (Instructors)

The availability of competent teaching/instructor resources is very decisive in preparing quality and competent human resources or workforce. In terms of training planning, the role of the instructor is very strategic, this is considering that the instructor is the one who knows the learning conditions, both *Software* And *Hardware* at the Job Training Center (BLK) as well as the ability of participants/students who will take part in the training. The teaching resources at BLK East Tanjung Jabung Regency only have 1 for each department, of which 5 are suwasta and 1 ASN.

Table 2. The Situation of BLK Instructors in East Tanjung Jabung Regency

| It | Majors | Number of Instructors | Status |
|----|--|-----------------------|----------------|
| 1 | Processing | 1 | Private |
| 2 | Information and Communication Technology | 1 | Private |
| 3 | Apparel Garment | 1 | Private |
| 4 | Beauty | 1 | Private |
| 5 | Automotive Engineering | 1 | Civil servants |
| 6 | Electrical Engineering | 1 | Private |

Source: Processed from secondary data

Based on the results of an interview with one of the Non-ASN Administrative Personnel sections, the Instructors in the BLK of East Tanjung Jabung Regency consist of two types, the first is those who are Civil Servants who are placed directly by the Ministry of Labor and the second is the Instructors with a hundred instructors who are seconded in this case are recruited personally at the BLK institution of East Tanjung Jabung Regency, (Results of an interview with RS, October 7, 2024).

Each BLK has a minimum of 2 instructors in each vocation. Instructors can come from the government or the private sector. Each department must have at least 1 instructor who has the status of a civil servant. Although the instructors at BLK East Tanjung Jabung Regency are very competent in their respective fields, however, based on the standardization of the Job Training Center listed in Law Number 18 of 2017 concerning Job Training Center Standards, instructors at BLK East Tanjung Jabung Regency It has not met the standards because the government requires each department to have a minimum of 2 instructors and at least one of them has the status of a civil servant.

However, the facts in the field for BLK East Tanjung Jabung Regency There are several departments where there is only one instructor, not to mention that there are also departments that have instructors with seconded status without an accompanying civil servant instructor. So that it causes a lack of efficiency in the teaching and learning process in the field.

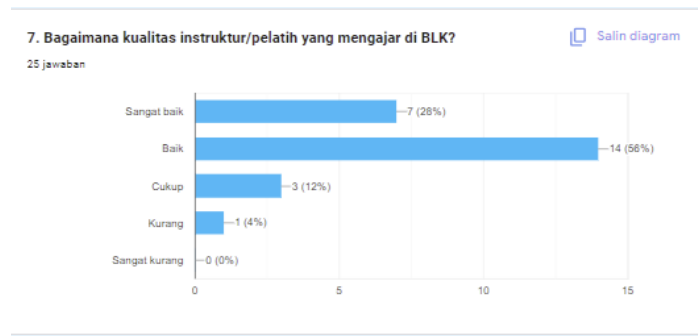


Figure 2. Respondents' Results Regarding Instructors

b. Training Student Resources

Entrepreneurial interest is a desire or ideal that focuses a person's attention on an activity or activity that can generate profits in the activities carried out accompanied by the main capital owned, namely skills or skills. The presence of BLK East Tanjung Jabung Regency able to attract many enthusiasts from youth in the last 4 years. It is evident from the number of prospective trainees who register at BLK East Tanjung Jabung Regency Annually.

These registrants have different educational backgrounds ranging from elementary to S1. The students of this training are people who are selected with a fairly strict selection. When registering, prospective students will go through several stages of recruitment, but each type of training has different stages. The stages of PBK recruitment are: registration, written test, and interview test. MTU training participants and training locations are prepared by the Village or Village government with stages including socialization, submission of the required training, verification with the organizer and empowerment section, and finally determination or determination.

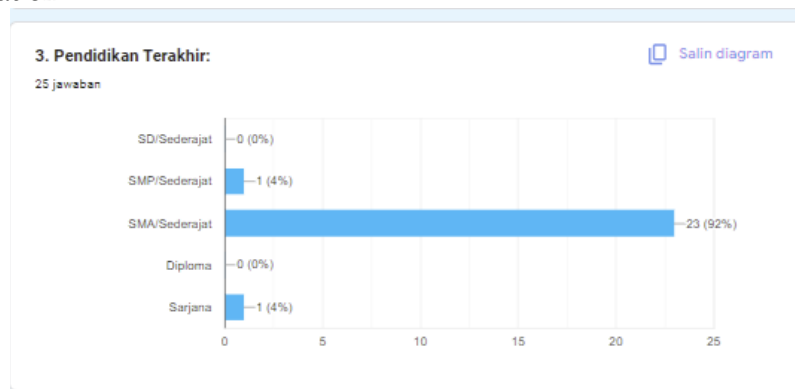


Figure 3. Results of Blk Alumni Last Education Respondents

The achievement of this goal can be seen from the results of the competencies carried out by the trainees, from which the trainees experienced a fairly good quality improvement. In addition, the achievement of goals can also be seen from the statements of the trainees who graduated from UPTD BLK who said that they experienced an increase in knowledge and skills after participating in job training at UPTD BLK. Based on the results of an interview with one of the training alumni at BLK in the Department of Automotive Engineering, Sub-Vocational Conventional Motorcycle Service, that by participating in the training you can improve your abilities and be able to work as a mechanic in a company,

even though you are not a vocational graduate during school. So that this training is very helpful to improve knowledge and skills before entering the world of work, (interview results H, October 11, 2024).

The purpose of this training program is to produce a quality workforce in the future. The training organized by BLK Tanjung Jabung Timur Regency focuses more on the skills or skills needed by job seekers. Training like this will make it easier for alumni to enter the world of work. As for the work orientation of the training students, BLK East Tanjung Jabung Regency after graduating, they will be more focused on entering the industrial world or entrepreneurship.

c. The Role of Job Skills Empowerment

The form of contribution of the East Tanjung Jabung Regency Job Training Center is the implementation of community-based and competency-based training programs. The role of the East Tanjung Jabung Regency Job Training Center in empowering work skills is by providing knowledge with various majors, improving skills, and providing attitudes (behavior).

Based on the findings of the research, BLK of East Tanjung Jabung Regency plays a sufficient role in providing training that has an impact on improving the knowledge and skills of participants. The obstacles that currently exist and those that occur in BLK East Tanjung Jabung Regency cannot be separated from every program implemented. Participants encountered various obstacles, including lack of facilities, equipment, or practical equipment, such as automotive vocational, namely 4-Wheel Light Vehicle Engineering where the tools and components are not too complete, making it difficult for instructors to maximize training.

Therefore, development is needed, development is the process of improving the students' abilities starting from their conceptual to technical abilities in accordance with their respective types of training. What we want to see from this development includes education and training and achievement assessment. Education and training at BLK East Tanjung Jabung Regency There are 3 types, namely Competency-Based Training (PBK), *Mobile Training Unit* (MTU) or commonly called Community-Based Training (PBM), and Cooperation Training. The education and training system carried out in BLK East Tanjung Jabung Regency There are 2 forms, namely, Competency-Based Training (PBK) and *Mobile Training Unit* (MTU).

Competency-based training focuses on mastering skills or work ability. PBK was chosen because it conducted training at BLK East Tanjung Jabung Regency There are job seekers. PBK can improve their self-abilities both cognitively, skills, and affectively. In addition, PBK can add basic knowledge and supporting knowledge that is useful when practicing in the field or after work.

In order to improve the quality of human resources, especially for those who do not have the skills to enter the world of work, it has been running well, especially for the people of East Tanjung Jabung and its surroundings. And what we want to see from this program is human resource planning and work orientation. In accordance with the theory and similarities with previous research, the existence of BLK can reduce unemployment and improve the quality of human resources in skills and equipped with certification to make it easier to find a job or build your own business.

2. Supporting Factors and Inhibiting Factors in Improving the Quality of Human Resources in BLK East Tanjung Jabung Regency

a. Supporting factors

Supporting Factors in Improving the Quality of Human Resources at BLK East Tanjung Jabung Regency That is, the amount of budget received greatly supports the training process. The competency-based training system makes it very easy for instructors and students to train during the teaching and learning process. In addition to dense material and prioritizing skills over theory, it also strongly supports students who have weaknesses in theory to maximize their abilities during practice. The students also don't need to bother anymore in taking care of training equipment, clothes, and training modules because all of them have been provided by the BLK and they are even given pocket money and covered for lunch.

The contribution of the Job Training Center in increasing work motivation in the younger generation is the provision of encouragement or motivation in the form of providing motivation with internship or work practice debriefing materials and the granting of certificates to participants who have participated in training at the Job Training Center in the form of vocational certificates from the Job Training Center (Abdi, 2019:36).

b. Inhibiting Factors

Inhibiting factors in improving the quality of human resources in BLK East Tanjung Jabung Regency Namely, different educational backgrounds of students will make it difficult for instructors to provide training, the level of understanding of students in capturing the material presented is also different, for high school and S1 graduates they usually quickly absorb what is conveyed by the instructor. In contrast to junior high school graduates and elementary school graduates who usually have to be re-explained and in language that is easy for them to understand.

The facilities and infrastructure owned by BLK East Tanjung Jabung Regency not complete, Where there are several vocationals during the teaching and learning process in the training itself, sometimes encountering obstacles such as the lack of equipment for students in the implementation of training activities. The problem regarding the lack of training equipment is in the Department of Automotive Engineering for 4-Wheel Light Vehicles. And some departments do not have instructors who are in accordance with government standards. For this reason, some vocational schools only provide 1 package per batch. In addition, the government requires that each department in BLK has a minimum of 2 instructors and one of them has the status of a civil servant.

3. BLK's Strategy in Improving the Quality of Human Resources

In improving the quality of human resources, BLK needs to pay attention to the need to improve the soft skills of its graduates. This is so that BLK graduates can meet the demands of the business world and the industrial world. Some of the strategies carried out by the Job Training Center (BLK) to improve the quality of human resources are: Redesigning the substance of training, Increasing the role of graduate placement, Improving the quality of instructors, Improving cooperation with other parties, Taking a personal approach. The contribution of the Jambi Province Job Training Center (BLK) plays a very important role in improving skills in the form of skills that help participants be able to compete with those who are experienced, motivate work with compensation offered by efforts for the welfare of workers and entrepreneurial interest so that participants are helped in getting jobs and can also open their own businesses with their skills.

From the results of the respondents who have done a lot of expectations for BLK alumni of East Tanjung Jabung Regency for UPTD BLK added several more

majors such as Office Administration, coffee barista, culinary business, and others. As well as the results of the questionnaire, many alumni feel helped by the training at UPTD BLK.

Based on research conducted by researchers on Strategies for Improving the Quality of Human Resources (HR) Through Training Programs at the Job Training Center (Blk) of East Tanjung Jabung Regency at the Job Training Center of East Tanjung Jabung Regency, the suggestions that can be given by researchers are: in improving the quality of human resources, BLK East Tanjung Jabung Regency should be more optimal in terms of providing facilities and infrastructure. And Instructors at BLK East Tanjung Jabung Regency need to be added and adjusted to Government standards. Cooperation with companies or business places needs to be increased in order to accommodate training students who have graduated from BLK East Tanjung Jabung Regency.

CONCLUSION

Based on the results of the discussion, it can be concluded that the quality of human resources in BLK is improved East Tanjung Jabung Regency seen from the procurement at BLK East Tanjung Jabung Regency has not gone well where there is still a shortage of instructors and BLK East Tanjung Jabung Regency has not had many cooperative relationships with companies so there is still a lack of work for BLK alumni. East Tanjung Jabung Regency has been quite successful. Because, competency-based education and training make it very easy for students and instructors during the training process. The assessment used is also in accordance with SKKNI which makes it easier for instructors to control and provide assessments to their students.

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