

Analysis of the Quality of Public Services in the Job Training Program at the Dumai City Manpower Office

Erinaldi¹, Ajeng Putri Wiharni¹, Mei Rina Elfrida¹, Rukma Susela¹, Suci Alfianti¹

¹ Sekolah Tinggi Ilmu Administrasi Lancang Kuning Dumai, Indonesia

ARTICLE INFO

Keywords:

Quality of Service;
Public Service;
Job Training

Article history:

Received 2026-02-25

Revised 2026-03-29

Accepted 2026-04-28

ABSTRACT

The high unemployment rate in Indonesia is a problem that has a wide impact on the social and economic conditions of the community. The increase in the number of labor forces that is not balanced with the availability of jobs requires strategic efforts from the government, one of which is through the implementation of job training programs. This program not only aims to improve the competence of the workforce, but is also a form of public service that must be carried out in a quality manner. This research aims to analyze the quality of public services in the implementation of job training programs at the Dumai City Manpower Office. This study uses a descriptive qualitative approach with data collection techniques through observation and documentation. The analysis was carried out using the SERVQUAL concept which includes five dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. The results of the study show that the quality of public services in job training programs in general is in the category of quite good. The aspects of reliability, responsiveness, and assurance show good performance, characterized by the implementation of structured programs, the suitability of training materials with the needs of the job market, and the competence of instructors who provide quality assurance of training. However, in the aspect of tangibles and empathy, obstacles are still found, especially the limited facilities and training capacity that have not been able to reach all job seekers, so that it has an impact on uneven access to services. Thus, it can be concluded that even though the job training program has been run in accordance with procedures, the quality of services provided still needs to be improved, especially in terms of equitable access and optimization of training capacity, in order to provide wider benefits to the community.

This is an open access article under the [CC BY](https://creativecommons.org/licenses/by/4.0/) license.



Corresponding Author:

Erinaldi

Sekolah Tinggi Ilmu Administrasi Lancang Kuning Dumai, Indonesia; erinaldipratama2905@gmail.com

1. INTRODUCTION

Employment problems in Indonesia are still a complex issue, especially related to the high number of unemployed. The growth in the number of the labor force that is not balanced with the availability of jobs has caused more and more people to not be absorbed into the world of work. This condition has an impact on the social and economic stability of the community.

In an effort to overcome these problems, the government has designed various strategic policies, one of which is through job training programs. This program aims to improve the skills and competencies of the workforce to be able to compete in the job market. This is in line with Government Regulation Number 31 of 2006 concerning the Job Training System which emphasizes that job training must be carried out systematically, directed, and continuously.

At the regional level, the implementation of job training is also regulated in the Dumai City Regional Regulation Number 10 of 2004 concerning Manpower, which states that job training aims to improve the knowledge, skills, and work ethic of the workforce.

The Dumai City Manpower Office as a regional apparatus has an important role in the implementation of job training programs, as stipulated in Dumai Mayor Regulation Number 41 of 2022. In its implementation, the job training program does not only focus on results, but also on the quality of services provided to the community as training participants.

The Performance Achievement of the Dumai City DISNAKER for each statement of the performance of strategic goals can be seen in table 1 as follows:

Table 1. Performance Achievements at Dumai City SNAKER in 2023

Strategy Goals	Indicator	Target	Realization	Work Outcomes	Achievement Predicate
The availability of a competent, productive workforce according to the needs of the job market	Percentage of Workforce Who Receive Job Training	15%	4,36%	29,6%	Didn't work

Data Source: Dumai City DISNAKER, Year 2025

Based on 2023 data, the target for job training participants is 15%, but the realization only reaches 4.36% or around 29.6% of the set target. This shows that the implementation of the program is still not optimal. In addition, the number of job seekers which reached 1,832 people is not proportional to the available training capacity.

The form of the training implementation program carried out by the Dumai City DISNAKER can be seen in table 2 below:

Table 2. Dumai City DISNAKER Training Program in 2023

No.	Programs	Training	Work	Types of Training	Number of Training	Training Discussions
1	Competency Training	Work	Based	Boiler Operator Training	16 people	11 days
				Motorcycle Mechanic Training	16 people	11 days
				Rope Access Training	16 people	11 days

				Welder Training	16 people	40 days
2	Entrepreneurial Training	Work	Based	Bakery Training	16 people	5 days

Data Source: Dumai City DISNAKER, Year 2025

Based on Table 2, the implementation of job training programs at the Dumai City Manpower Office has different durations, ranging from 5 to 40 days, depending on the type of training followed. The difference in duration shows that each type of training is adjusted to the competency needs to be achieved.

However, the number of participants in each training is still relatively limited when compared to the number of job seekers. This condition indicates an imbalance between the training capacity provided and the needs of the community. Thus, the current job training program is not fully able to accommodate all job seekers in Dumai City.

Table 3. Number of Job Seekers in Dumai City in 2023

No.	Gender	Number of Job Seekers
1	Male	1,426 people
2	Women	406 people
3	Total Amount	1,832 people

Data Source: Dumai City DISNAKER, Year 2025

Based on Table 3, the number of job seekers registered with the Dumai City Manpower Office in 2023 reached 1,832 people. This number is dominated by male job seekers as many as 1,426 people, while female job seekers amount to 406 people.

The large number of job seekers shows the high need of the community for access to job training. However, when compared to the number of available trainees, it can be seen that the capacity of the training program is still insufficient. This indicates that not all job seekers have the opportunity to take part in the job training held.

Based on this data, the number of job seekers far exceeds the available training capacity, thus showing a gap between the need for upskilling and the ability of training services provided by the government. This limited capacity results in uneven opportunities for job seekers to access training.

This condition is important to study because job training programs are a strategic instrument in improving the quality of human resources while reducing the unemployment rate. From the perspective of public services, this also shows that the quality of service still needs to be improved, especially in the aspect of equal access and service capacity.

Based on these conditions, this research is focused on answering the problem of how the quality of public services in the implementation of job training programs at the Dumai City Manpower Office, as well as analyzing the extent to which the services provided are able to meet the needs of the job seeker community, especially in the aspect of equal access and training capacity.

2. METHODS

This study uses a descriptive qualitative approach to analyze the quality of public services in the implementation of job training programs at the Dumai City Manpower Office.

The research was conducted at the Dumai City Manpower Office located on Jl. Kesehatan Teluk Binjai, East Dumai District, Dumai City. Data collection techniques are carried out through observation and documentation. Observation is used to see firsthand the implementation of job training programs, while documentation is used to obtain data in the form of reports, archives, and related documents.

Data is analyzed qualitatively through the stages of data reduction, data presentation, and conclusion drawing by referring to the five dimensions of SERVQUAL, namely tangibles, reliability,

responsiveness, assurance, and empathy.

3. FINDINGS AND DISCUSSION

The analysis of the quality of public services in the job training program at the Dumai City Manpower Office was carried out using five dimensions of SERVQUAL, namely tangibles, reliability, responsiveness, assurance, and empathy.

a. Tangibles (Physical Evidence)

Training facilities such as classrooms, practical equipment, and other supporting facilities have been available and used in the implementation of the program. However, the availability of these facilities is not comparable to the number of job seekers which reaches 1,832 people. This limited capacity shows that physically the services provided have not been able to reach all the needs of the community. Thus, the tangibles aspect shows that the quality of service is available on a basic basis, but it is not optimal in terms of capacity and equitable distribution of facilities.

b. Reliability

The implementation of the job training program runs through clear stages, starting from registration, selection, to the implementation of training with a duration adjusted to the type of skill. This shows consistency and conformity with the established procedures. In addition, training materials that refer to the needs of the job market reinforce the relevance of the program. Therefore, the reliability aspect can be assessed well because the service is provided in a structured manner and according to the program's objectives.

c. Responsiveness (Daya Tanggap)

The responsiveness of the organizers can be seen from the efforts to adjust the type of training to the needs of the community and the provision of information related to the training program. This shows that there is a response to the needs of job seekers. However, the limited range of services indicates that the response provided has not been fully able to respond to the high demand of the community. Thus, the responsiveness aspect is quite good, but it still needs to be improved in terms of expanding service access.

d. Assurance (Jaminan)

The assurance aspect is reflected in the instructor's competence and the implementation of skills-based training that results in the certificate. This gives confidence to participants that the training they follow has a useful value in the world of work. The clarity of the process and the results of the training also strengthens confidence in the quality of the services provided. Therefore, the assurance aspect can be considered good because it is able to provide certainty and trust to participants.

e. Empathy (Empathy)

Empathy in service can be seen from efforts to provide opportunities for the community to take part in training. However, quota limitations mean that not all job seekers can access the program. This condition shows that services are not completely evenly distributed and there are still gaps in service access. Thus, the aspect of empathy is still not optimal, especially in terms of equal distribution of opportunities for all job seekers.

4. CONCLUSION

The quality of public services in the implementation of the job training program at the Dumai City Manpower Office generally shows quite good conditions, especially in terms of reliability, responsiveness, and service assurance that has run according to procedures and is able to provide trust to participants. However, in the aspect of physical evidence and empathy, there are still fundamental weaknesses, especially the limited facilities and training capacity that have not been able to keep up with the high number of job seekers, so that it has an impact on uneven access to services. This condition emphasizes that even though the program has been running systematically, the quality of services provided still needs to be improved to be more optimal, equitable, and able to respond to the needs of the community as a whole.

REFERENCES

- Hardiyansyah. (2018). *Kualitas Pelayanan Publik*. Yogyakarta: Gava Media.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Pemerintah Kota Dumai. (2004). *Peraturan Daerah Kota Dumai Nomor 10 Tahun 2004 tentang Ketenagakerjaan*.
- Pemerintah Kota Dumai. (2022). *Peraturan Walikota Dumai Nomor 41 Tahun 2022 tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi Dinas Tenaga Kerja Kota Dumai*.
- Republik Indonesia. (2006). *Peraturan Pemerintah Nomor 31 Tahun 2006 tentang Sistem Pelatihan Kerja*.
- Republik Indonesia. (2009). *Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik*.
- Sugiyono. (2019). *Metode Penelitian Kualitatif, Kuantitatif, dan R&D*. Bandung: Alfabeta.

