

The Influence of LKP Managerial Ability on Job Opportunities for Training Participants through Job Skills Education Program

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ABSTRACT

LKP's managerial ability is one of the keys to being able to run an institution in achieving its goals in improving the quality of training participants, so that training participants are able to complete for job opportunities with DUDI partners. LKP's good managerial ability, which is also supported by the results of quality training participants, increases the job opportunities of trainees at DUDI partners. The research objectives (1) to determine the managerial ability of LKP in Malang City, (2) to determine the job opportunities of training participants in business partners and the industrial world through the Job Skills Education Program (PKK), (3) to determine the effect of LKP managerial abilities on opportunities the work of training participants for business partners and the industrial world through the Employment Skills Education Program (PKK). LKP managerial ability has a significant effect on the job opportunities of trainees at DUDI partners. Thus, simultaneously, the LKP managerial ability variable has a positive and significant effect on the job opportunities of the trainees.

Keywords: Managerial Ability, Job Opportunity, Job Skills Education Program

INTRODUCTION

Management or managerial activity refers to the process of regulating and utilizing human, natural, and other resources efficiently to achieve institutional goals (Dyagileva et al., 2021). In an educational or training context, management includes planning, organizing, implementing, and controlling institutional programs to ensure that all activities run effectively and produce the expected outcomes (Oktiva Sakti & Kisworo, 2023). Among these functions, planning, organizing, and implementation play a central role in determining the success of institutional programs such as Lembaga Kursus dan Pelatihan (LKP).

Effective planning allows institutions to anticipate challenges, minimize risks, and align activities with their goals (Sati & Sunarti, 2021). Meanwhile, organizing ensures that tasks and responsibilities are divided efficiently among members to optimize institutional performance (Elov & Primova, 2023). In addition, implementation requires leadership that motivates and mobilizes members to work collaboratively in achieving institutional objectives (Rahmania et al., 2022). Thus, managerial capacity directly influences how well institutions can carry out educational programs and produce competent graduates.

In the broader context, one of the main outcomes expected from training institutions such as LKP is to enhance job opportunities and entrepreneurship among graduates. However, the problem of limited employment opportunities in Indonesia remains a challenge, often influenced by regional economic growth, technological readiness, and government policies (Rivendri, 2023). Therefore, institutions are increasingly required not only to prepare learners for employment but also to foster entrepreneurial skills and self-employment capacity (Safitri, 2023).

Previous studies have shown that skills training programs, such as bridal makeup or other vocational programs, can improve community income and employment outcomes (Anjani & Darojatun, 2019). Yet, most of these studies focus only on the outcomes of the training such as income or job placement without examining how managerial functions within LKP contribute to these outcomes. This creates a research gap in understanding the role of institutional management particularly in planning, organizing, and implementing programs in improving graduate employability and entrepreneurship potential.

Therefore, this study aims to analyze the managerial implementation of job skills training programs in LKP and its contribution to creating employment and entrepreneurial opportunities for graduates. Through this approach, the study seeks to provide a deeper understanding of how effective management practices in nonformal education institutions can support sustainable community empowerment and employment creation.

METHOD

This study uses a quantitative research design aimed at determining the influence of the managerial ability of LKP (X) on the employment opportunities of trainees (Y) in DUDI partners through the Work Skills Education Program (Program Pendidikan Kecakapan Kerja, PKK) in Malang City. The quantitative approach was chosen to measure and test the relationship between variables through numerical data analysis using SPSS 25.0 for Windows.

Research Variables

Independent Variable (X): Managerial ability of LKP, including aspects of planning, organizing, and implementation.

Dependent Variable (Y): Employment opportunities of trainees, measured by indicators such as job acquisition, job readiness, and entrepreneurship potential.

Population and Sample

The population in this study includes all trainees participating in LKP institutions that received the PKK program in Malang City. The sample was selected using a non-probability purposive sampling technique, with criteria for respondents being active participants or graduates of LKP PKK programs. A total of 24 respondents were obtained as the research sample.

Data Collection Instrument

Data were collected using a questionnaire distributed via Google Form. The instrument employed a Likert scale to measure respondents' attitudes, perceptions, and

opinions toward managerial ability and job opportunities. The questionnaire items were developed based on the operational indicators of each variable.

Validity and Reliability Test

Instrument validity was tested using Pearson's Product Moment correlation, with items considered valid if the calculated r value exceeded the r -table (0.4716 at $\alpha = 0.10$). Reliability was tested using Cronbach's Alpha, and the instrument was deemed reliable if $\alpha > 0.60$.

Data Analysis Technique

Before hypothesis testing, data were examined for normality using the Kolmogorov-Smirnov Test and for linearity using the F-test. The main analysis employed simple linear regression to determine the influence of LKP's managerial ability (X) on the employment opportunities of trainees (Y). The regression results were used to test whether improvements in managerial capacity significantly affect job opportunity outcomes for LKP trainees.

DISCUSSION

The results of this study indicate that LKP managerial ability has a positive and significant influence on trainees' employment opportunities in DUDI partners through the Work Skills Education Program (Program Pendidikan Kecakapan Kerja, PKK) in Malang City.

Table 1.

Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Kemampuan Manajerial (X)	Kesempatan Kerja (Y)
N		60	60
Normal Parameters ^{a,b}	Mean	97.02	33.40
	Std. Deviation	7.721	3.289
Most Extreme Differences	Absolute	.101	.098
	Positive	.082	.098
	Negative	-.101	-.070
Test Statistic		.101	.098
Asymp. Sig. (2-tailed)		.200 ^c	.200 ^{c,d}

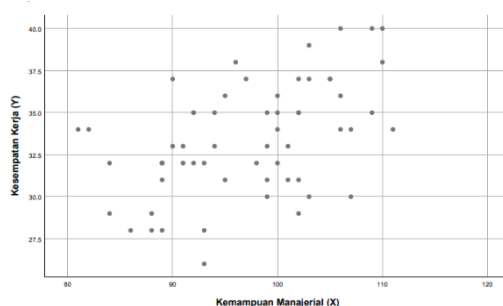
Anova Table

		Sum of Squares	df	Mean Square	F	Sig.
Kesempatan Kerja (Y) * Kemampuan Manajerial (X)	Between Groups	418.367	25	16.735	2.588	.005
	(Combined)					
	Linearity	152.603	1	152.603	23.581	.000
	Deviation from Linearity	265.764	24	11.073	1.711	.074
	Within Groups	220.033	34	6.472		
Total		638.400	59			

(Source: primary data obtained: 2025)

Descriptive data show that most LKPs demonstrate good management quality 88% of respondents agreed or strongly agreed that their LKP carried out effective managerial processes, including planning, organizing, implementing, and supervising training programs. Meanwhile, 89% of trainees successfully gained employment or became self-employed after the program. Regression analysis confirmed a significant and positive relationship between the variables ($R = 0.489$; $R^2 = 0.239$; $p = 0.000 < 0.01$), meaning that improvements in managerial ability increase trainees' employment opportunities by approximately 23.9%.

Figure 1
Scatter Plot Chart



The Role of Managerial Ability

The findings confirm that strong managerial capacity within LKP institutions enhances program effectiveness and aligns with the needs of the labor market. LKPs that implement systematic management particularly in the functions of planning, organizing, and supervision achieve better outcomes for their trainees.

This is consistent with Islam & Syaikhuddin (2018) and Dyagileva et al. (2021), who emphasize that clear planning, structured organization, and consistent monitoring are essential to institutional success. The process of preparing activity proposals, identifying vocational fields, and collaborating with DUDI partners in Malang City illustrates that LKP managerial competence contributes directly to the relevance and sustainability of training programs.

Good management also ensures alignment between training content and industry needs, allowing trainees to gain competencies that increase employability. This supports Aulia (2019), who argues that effective evaluation and continuous planning cycles strengthen institutional responsiveness and quality improvement.

Job Opportunities and Employment Outcomes

The study found that 46% of trainees became private employees, 43% became entrepreneurs, and 11% remained unemployed. This demonstrates that LKP training contributes both to workforce absorption and entrepreneurial creation. These results align with Vikriani & Natsir (2023) and Sekar Wangi & Natsir (2023), who noted that vocational training enhances not only job readiness but also entrepreneurial motivation among graduates.

However, the presence of unemployed graduates (11%) suggests there is still a mismatch between training outcomes and labor market requirements. This reflects findings by Anafiyati & Imsiyah (2025), who state that skill mismatch and insufficient readiness often hinder vocational graduates' employability. It indicates that while managerial ability contributes significantly to employment success, it must be complemented by continuous curriculum updates and closer coordination with DUDI partners to meet evolving industrial demands.

Gender and Vocational Concentration

The dominance of female respondents (87%) can be explained by the concentration of training programs in fashion design, beauty, and bridal makeup. These vocational areas traditionally attract more women, thus influencing the demographic distribution of participants. This reflects how program specialization shapes gendered participation in skill development sectors, as also found by Hardiyanto et al. (2023).

Implications of Managerial Practices

The significant relationship between LKP managerial ability and job opportunities reinforces the importance of institutional governance in vocational education. Well-managed LKPs are better able to: a) Design relevant training proposals aligned with labor market needs; b) Select qualified instructors and trainees through transparent and quality-based mechanisms; c) Monitor implementation and outcomes effectively through continuous evaluation and reporting.

This managerial discipline results in training programs that are credible, accountable, and impactful. According to Oktiva Sakti & Kisworo (2023) and Sati & Sunarti (2021), such managerial consistency strengthens institutional trust and partnerships with industries (DUDI), leading to higher graduate absorption rates.

Comparative and Critical Analysis

Compared with prior studies, this research adds contextual evidence from Malang City, where despite strong managerial capability, only 46% of trainees obtained jobs through DUDI partners. This finding suggests that managerial ability alone is not sufficient external factors such as regional economic growth, industry saturation, and local employment policies also play roles.

Therefore, LKP must further intensify collaboration with industry partners and expand entrepreneurial incubation programs to increase employment absorption. These steps are in line with Christian & Kelvin (2022) and Elov & Primova (2023), who highlight that the synergy between institutional management and external partnerships determines overall success in vocational education outcomes.

Implications for Policy and Practice

From a managerial perspective, this study provides important insights for policymakers and LKP administrators: a) Policy implication: Strengthen managerial training and capacity-building for LKP leaders to ensure standardized and sustainable management practices; b) Practical implication: Enhance partnerships with DUDI to ensure that training programs remain adaptive to technological and industrial changes; c) Social implication: Empower communities through skill-based education that not only improves employment but also supports entrepreneurship and economic independence.

CONCLUSION

This study concludes that managerial ability has a significant and positive influence on trainees' employment opportunities in the Lembaga Kursus dan Pelatihan (LKP) of Malang City. LKPs with strong managerial competence covering planning, organizing, implementation, and supervision are more capable of producing graduates who are well-prepared to enter the labor market or develop their own entrepreneurial ventures.

Effective management practices ensure that training programs are structured, relevant, and aligned with industry needs. This alignment allows trainees to gain competencies that increase their employability and adaptability to industrial demands. In turn, it strengthens the credibility of LKP as a nonformal education institution that contributes to human resource development and community empowerment.

From a practical standpoint, the findings emphasize the importance of continuous improvement in managerial capacity among LKP leaders and staff. Strengthening internal management systems, enhancing collaboration with DUDI partners, and integrating entrepreneurship-oriented modules are key strategies to improve graduate outcomes and job absorption rates.

From a theoretical perspective, this study supports the view that institutional managerial ability acts as a critical determinant of vocational education success. It reinforces management theory in the nonformal education context, where leadership and organizational efficiency translate directly into societal and economic impacts.

In terms of policy implications, the results suggest that the government and stakeholders should provide structured managerial training for LKP administrators, establish quality assurance frameworks, and encourage stronger partnerships between nonformal education institutions and industries.

Finally, for future research, it is recommended to expand the study by involving a larger number of LKP institutions across different regions, include other influencing variables such as instructor competence or infrastructure quality, and employ mixed-method approaches to gain a deeper understanding of how management practices shape employment outcomes.

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