Niqosiya: Journal of Economics and Business Research
P-ISSN: 2798-6373, E-ISSN: 2807-7660
Vol. 5 No. 1, January-June 2025
https://ejournal.iainponorogo.ac.id/index.php/niqosiya

Effectiveness of Training Program Implementation at the Neutral Ponorogo Course and Training Institute: An Islamic Economic Perspective

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Article Info

Article history:
Received April 29, 2025
Revised June 5, 2025
Accepted June 18, 2025
Available online June 25, 2025

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Keywords:
Course and Training Institution,Effectiveness, Islamic Economic Perspective.

Abstract

Introduction: The Course and Training Institution (LKP) plays a strategic role in improving the quality of human resources. LKP Neutral Ponorogo is one of the institutions that offers a batik training program to enhance the skills of participants. However, as the program progresses, it is important to assess whether it is truly effective in providing an impact, particularly in improving the quality of human resources for students. This study aims to analyze the effectiveness and impact of the training program implemented by LKP Neutral Ponorogo. **Research Methods:** This study uses a qualitative method. Data were collected through interviews, observations, and documentation, then analyzed through reduction, presentation, and drawing conclusions. The validity of the data was tested using triangulation techniques, and research informants included leaders, staff, and training participants at LKP Neutral. **Results:** The research findings indicate that the training program at LKP Neutral Ponorogo has been quite effective in improving human resource quality, while also contributing to economic empowerment and enhancing participants' work ethics from an Islamic economic perspective. Despite facing several challenges, the program has had a positive impact, as reflected in the participants' improved knowledge, skills, and abilities. **Conclusion:** The batik training program conducted by LKP Neutral Ponorogo demonstrates the potential of

	vocational education in shaping a skilled, ethical, and economically empowered society. With continuous improvement and support, such initiatives can serve as a model for enhancing human resource development by Islamic economic values.
DOI: 10.21154/niqosiya.v5i1.4460 Page: 67-76	Niqosiya with CC BY license. Copyright © 2025, the author(s)

INTRODUCTION

Along with the development of the era, competition between organizations is increasingly intense. Each organization tries to be the best compared to others. This condition forces organizations to assess their performance or programs which is called effectiveness (Soekanto, 1985). An organization is considered effective if it can achieve its goals (Martini & Lubis, 1987). The main focus of effectiveness is on the result. If an organization can achieve its goals, then the organization is considered to be running effectively (Bastian, 2006). One strategy to maintain or increase effectiveness in achieving these goals is to improve and develop quality human resources (Bangun, 2012). In the context of economic development, the quality of human resources is one of the determining factors for the success of a nation in driving growth, increasing productivity, and creating overall community welfare. Human resource development aims to improve the abilities, skills, attitudes, and responsibilities of individuals so that they are more effective and efficient in achieving program targets and organizational goals (Sutadji, 2010). The effectiveness approach is used to assess the extent to which an action is successful, which according to Martini and Lubis can be seen in three ways, namely: the source approach which assesses the organization's ability to obtain and adapt resources to environmental conditions; the process approach which emphasizes the internal implementation of the organization such as procedures, infrastructure, teamwork, and loyalty; and the target approach which measures success based on the achievement of output targets with indicators such as effectiveness, efficiency, productivity, profit, development, stability, and leadership (Martini & Lubis, 1987).

One form of strategic intervention in human resource development in Indonesia is through the Course and Training Institution (LKP). As a non-formal educational institution, LKP has an important role in providing competency-based job training according to the needs of the business world and industry. Based on Law Number 13 of 2003 concerning Manpower, job training is held to equip, improve, and develop work competencies to increase productivity and welfare. This is also emphasized in Government Regulation Number 31 of 2006, that the basic principle of job training is based on work competencies and is compiled based on the Indonesian National Work Competency Standards (*Undang-Undang Ketenagakerjaan*, 2003).

LKP Neutral Ponorogo, as one of the institutions that focuses on HR development, strives to provide relevant and quality training, especially for people who are unemployed or who are looking for job opportunities. LKP Neutral is a course & training institution that has

started to develop since 2017. Before developing into LKP Neutral, this institution was a tutoring institution called LBB Method Juara. Since 2017, this institution has developed, spreading its wings, which were initially learning courses, now developing into a course and training institution. This institution developed Batik Tulis Training, which aims for Indonesian people to be able to preserve and love Indonesian culture so that it is preserved (LKP Neutral Ponorogo, 2021). In addition, Indonesia has a diverse cultural wealth, one of which is batik. As a world cultural heritage recognized by UNESCO, batik has great economic potential (Yogi dkk., 2024). However, utilizing this potential requires skilled and professional human resources (HR). Since 2019, this institution has been actively organizing batik training aimed at preserving culture while improving the economic capacity of the community through the creative economy sector. In this context, batik training is not only a means of improving technical skills but also a medium for social and economic empowerment of local communities.

From an Islamic economic perspective, the effectiveness of implementing training programs also includes an evaluation of the utilization of resources fairly, efficiently, and by sharia principles. Islamic economics emphasizes the importance of fair resource allocation and an emphasis on distributive justice in wealth management and job creation. This is by the concept of maslahat, namely creating benefits for all parties without harming one party. Therefore, training programs at LKP should ideally be able to provide benefits not only for individual participants but also for society and the local economy as a whole (Rustya & Siswoyo, 2023). The effectiveness of implementing training programs at LKP cannot be measured solely from technical aspects. A more comprehensive approach is needed that also includes the moral, social, and spiritual dimensions of participants. This is where Islamic economics, especially the thoughts of Ibn Khaldun, makes an important contribution to thought. Ibn Khaldun in his monumental work *Muqaddimah* emphasized that education is the main foundation for the development of civilization, and the quality of education is directly proportional to the social and economic progress of a society (Salsabila & Chair, 2024). The effectiveness of education and training is not only assessed by the mastery of technical skills, but also by the formation of morals and work ethics such as honesty, discipline, and responsibility (Maliki & Arif, 2024). A good education will produce individuals who are not only able to work productively but also act with integrity and make real contributions to the welfare of the community. This view is in line with the principles of Islamic economics which emphasize the importance of balance between material and spiritual aspects in human resource management (Citaningati dkk., 2022).

Research on the effectiveness of LKP has been conducted by several people. Research conducted by Amalia & Anggraini, (2023); Putra & Aisyah, (2023); Suryono dkk., (2022); generally highlights the effectiveness of Course and Training Institutions or Job Training Centers in improving the quality of human resources. The results of their research indicate that these institutions have succeeded in bringing significant positive impacts, although there are several aspects that still need improvement to improve overall effectiveness. For example, several elements of time utilization, limited availability of human resources to facilities and

infrastructure may not be optimal in supporting the sustainability of training programs. Therefore, a more in-depth study is needed, especially from an Islamic economic perspective, to assess the extent to which the implementation of training programs at LKP has met the principles of effectiveness in a broader sense and benefit.

Based on this description, this study aims to analyze the effectiveness of the implementation of training programs at LKP Neutral Ponorogo in improving the quality of human resources from an Islamic economic perspective. This study will also examine the suitability of training implementation with Islamic values as stated by Ibn Khaldun, and provide recommendations for improvements for the sustainability of training programs that are not only economically productive but also oriented towards the formation of character and noble human values.

RESEARCH METHODS

This study uses a qualitative approach with field research to gain a deep understanding of the effectiveness of the implementation of training programs at LKP Neutral Ponorogo from an Islamic economic perspective. The research location was chosen purposively, namely at LKP Neutral Ponorogo which has been actively organizing various batik training programs and is known to have contributed to the development of the community's creative economy. The data sources used include primary data obtained through interviews with the leadership of the institution, staff, and training participants, as well as secondary data in the form of documentation and official archives of the institution. The number of informants was 9 people consisting of the head of the institution, 4 staff, and 4 students who had participated in training. Data collection techniques are carried out through direct observation, interviews, and activity documentation. Data analysis refers to the Miles and Huberman model which consists of data reduction, data presentation, and conclusion (Sugiyono, 2018). To maintain the validity of the data, the source triangulation technique is used by comparing data from various informants so that the results obtained are valid and objective.

RESULTS AND DISCUSSION

Implementation of Training Programs at LKP Neutral Ponorogo

Since officially becoming a course and training institution, LKP Neutral has experienced growth in the number of participants every year. In the last two years, the number of participants who took part in hand-drawn batik, Batik through the splash technique, shibori, and ecoprint training has averaged 20-30 people per batch. The participants come from diverse backgrounds, both in terms of age, education, and occupation. Most of the participants are women aged 18-40 years, with education levels ranging from junior high school to undergraduate. They consist of job seekers, housewives, and high school graduates who want to have additional skills to support economic independence. This diverse composition of participants shows that training at LKP Neutral is able to attract interest across ages and social backgrounds, which is an early indicator of the program's success in responding to the needs of the wider community. With this background, the effectiveness of

the program can not only be seen from the technical success of the training, but also from the extent to which this institution is able to reach and empower various levels of society.

Training is an important part of human resource development, to improve participants' technical and practical skills (Sutadji, 2010). LKP Neutral Ponorogo has organized various types of batik training such as hand-drawn batik, ciprat, shibori, and ecoprint. In its implementation, the training program at LKP Neutral is divided into two categories, namely free training programs funded by the government and independent training programs. The implementation of the training program at LKP Neutral Ponorogo can be evaluated using an effective approach. This effectiveness approach is used to see how successful or unsuccessful an action is. If an organization can achieve its goals, then the organization is considered to be running effectively (Bastian, 2006). This approach provides a more comprehensive picture of how training is carried out. In this case, the researcher uses the effectiveness approach theory proposed by Martini and Lubis in their book entitled Organizational Theory (Martini & Lubis, 1987). The following are the results of the analysis of interviews and observations conducted by the researcher:

1. Source Approach

   The source approach assesses the effectiveness of the program based on the availability of inputs or resources used in the implementation of the training. LKP Neutral Ponorogo received financial support from the Ministry of Education, Culture, Research and Technology through a free training scheme. This provides an opportunity to learn skills at no cost, especially for the underprivileged, thus reflecting the principle of justice in Islamic economics (Rustya & Siswoyo, 2023). In addition to technical skills, instructors can build good emotional relationships with participants, create an inclusive learning atmosphere, and encourage active participation. The training facilities, although adequate, still need to be improved in terms of providing modern facilities such as industry-standard water gloss tools and ownership of training buildings.

   Based on the source approach, the effectiveness of the training program at LKP Neutral Ponorogo can be said to be quite high. This institution has competent human resources, adequate funding support, sufficient facilities, and the ability to adapt to environmental changes and participant needs.

2. Process Approach

   The process approach focuses on how training programs are implemented internally, including service procedures, infrastructure, teamwork, and loyalty. Based on the process approach, the implementation of training programs at LKP Neutral Ponorogo can be categorized as effective. This can be seen from good service procedures, namely the implementation of intensive and flexible training, supporting infrastructure, both in terms of physical facilities, training tools, and materials, to the comfort of the learning environment, good teamwork, both between participants, instructors, and partnerships with external parties. High loyalty of participants and instructors, as seen from their involvement in post-training activities and increasing trust in the institution.

3. Target Approach

The target approach assesses the effectiveness of the training program based on the extent to which the program's objectives have been achieved. Target evaluation highlights the achievement of program objectives, both in terms of direct and sustainable results. The main objective of the training is to improve batik skills. The majority of participants stated that they experienced an increase in technical skills, starting from basic techniques such as canting, and coloring, to finishing the fabric. The production of batik by participants during the training in the form of tablecloths, handkerchiefs, and batik cloth for clothing shows the real output of the training. Some participants even got part-time jobs as batik makers after the training, which contributed to their economic well-being. The stability of the number of participants each year which continues to increase shows the continued public interest and trust in the program.

The implementation of the training program at LKP Neutral Ponorogo has shown achievements in accordance with the effectiveness standards reviewed from the aspects of resources, implementation processes, and achievement of goals. However, there are still several obstacles, such as the institution not having its own building, the readiness of participants to enter the world of work that still needs to be improved, there are participants who need more time to complete tasks, and some participants who do not succeed in completing the training to completion.

Effectiveness of Implementation of Training Programs at LKP Neutral Ponorogo from an Islamic Economic Perspective

Ibn Khaldun, a great thinker in the field of Islamic economics and sociology, put forward a concept that is relevant to improving the quality of human resources in an economic context. Ibn Khaldun emphasized the importance of education as a foundation for community development. In his work, Muqaddimah explained that the quality of education has a direct impact on social and economic progress (Salsabila & Chair, 2024). Ibn Khaldun explained that the progress of a society is largely determined by the quality of the individuals who make it up, where education and training are key factors in increasing an individual's capacity to contribute to society (Andani dkk., 2023). Therefore, training programs at LKP must be designed to improve the quality of education and skills of participants, in line with Ibn Khaldun's view that good education will produce quality human resources (Maliki & Arif, 2024). Based on Ibn Khaldun's thoughts, the effectiveness of the program can be analyzed through four indicators:

1. Improvement of Technical Knowledge and Skills

Based on the research results, most participants experienced an increase in their knowledge and skills in batik, starting from basic techniques such as canting, and coloring, to the batik cloth finishing process. From an Islamic economic perspective, this is relevant to the concept of improving the quality of human resources put forward by Ibn Khaldun,

where education and training are the main elements in improving the welfare of individuals and society.

2. Improvement of Morale and Work Ethics

   The results of the study show that this program not only focuses on technical skills but also instills values such as discipline and responsibility through the mechanism of completing tasks with deadlines. In addition, the training also instills the value of cooperation in groups. Therefore, the effectiveness of the implementation of the training program at LKP Neutral Ponorogo can be said to be high, especially in terms of resources and learning processes.

3. Contribution to Economic Welfare

   In general, welfare refers to a feeling of peace and tranquility felt by a person due to a sense of security, protection, and fulfillment of rights and obligations in interactions with others. Welfare is subjective and does not have a standard (Rofi'ah & Munir, 2019). The results of the study showed that several participants received additional income after participating in the training, either through orders or job opportunities in the batik industry. This shows that training at LKP Neutral not only provides skills but also opens up economic opportunities for participants. However, for some participants, especially those who took the training as part of a school or village work program, the impact was more focused on increasing experience than increasing direct income. Therefore, the economic impact of this training varies depending on the initial goals of the participants in taking the training.

4. Social Role and Economic Sustainability

   This indicator measures the extent to which training participants can play a role in economic activities that support shared and sustainable prosperity (Karim & Suhaini, 2020). In terms of social role and economic sustainability, this training also has a positive impact. The results of the study showed that some participants remained involved in the batik world after the training, either by helping with batik production or continuing to work in the batik industry. In addition, there was a job placement mechanism that had been implemented, although not all participants chose to stay in the job. This shows that the training program at LKP Neutral has contributed to sustainable economic development, by the principles of Islamic economics which emphasize the importance of human resource development for long-term welfare. With the cooperation between LKP and various villages and schools, this program not only creates skilled workers, but also contributes to the preservation of batik culture as a creative economic heritage.

The implementation of the training program at LKP Neutral Ponorogo from an Islamic economic perspective can be considered effective. Referring to Ibn Khaldun's view, this program plays a role in improving the quality of human resources through education and training. In addition to providing skills, this program also forms the work ethics of participants, such as discipline and a sense of responsibility. From an economic perspective, the impacts vary, depending on the motivation of each participant in participating in the training. LKP

Neutral also has an important contribution in maintaining economic and social sustainability, especially through its role in preserving the cultural heritage of batik.

Impact of Implementing Training Programs at LKP Neutral Ponorogo

To determine the impact obtained by participants from participating in training programs organized by LKP Neutral Ponorogo, researchers used the references put forward by Idris in the book Hadith Ekonomi: Ekonomi Dalam Perspektif Hadith Nabi. The quality of human resources includes aspects of knowledge, skills, and abilities (Idris, 2015). The training program at LKP Neutral has a positive impact on improving the quality of human resources. The positive impact of this training program can be seen in:

1. Knowledge

   Knowledge is a person's ability that focuses more on intelligence and thinking, as well as their mastery of various information and broad knowledge. Based on the data that has been obtained, it shows that participants experienced an increase in knowledge about the techniques of making various types of batik, both hand-drawn batik, splash, ecoprint, and shibori.

2. Skills

   Skills are technical and operational abilities that a person has in a particular field, which help them carry out their duties well. In terms of skills, batik training at LKP Neutral provides direct experience that allows participants to hone their technical skills. Many participants initially did not have batik skills, but after taking the training they were able to produce batik cloth with a quality that was acceptable to consumers. Some participants had the opportunity to work directly to help with batik orders after the training was completed. This shows that the training at LKP Neutral has been successful in improving the skills of participants.

3. Competencies

   Competencies cover a range of competencies, such as loyalty, discipline, cooperation, and responsibility, that are required to carry out work effectively. In terms of competency, this training not only forms technical skills but also improves participants' capabilities. Interview results show that some participants gained experience in time management and work discipline because they had to complete tasks within a certain deadline. In addition, this training also trains teamwork. However, the main challenge in this aspect is that some participants are still not fully ready to enter the batik industry after the training is completed, especially those who are still young and in the career exploration stage. This shows that although the training program is effective in improving technical capabilities, additional strategies are needed to ensure continuity between training and employment.

CONCLUSION

Based on the results of the analysis of data and information obtained, it can be concluded that the implementation of the training program at LKP Neutral Ponorogo has met the standards of effectiveness in terms of sources, processes, and targets. However, there are

still several obstacles such as the absence of ownership of its building, challenges in the readiness of participants to enter the world of work, the need for additional time for some participants to complete tasks, and some participants who cannot complete the training completely. From an Islamic economic perspective, the effectiveness of this training program is quite good. Referring to the view of Ibn Khaldun, this program has contributed to improving the quality of human resources through education and training, as well as instilling work ethics such as discipline and responsibility. The economic impacts generated vary depending on the goals of individual participants, but in general LKP Neutral plays a role in economic and social sustainability, including the preservation of batik culture. Overall, this training has a positive impact on improving the knowledge, skills, and work ethic of participants, which is reflected in the ability to make batik and work attitudes such as discipline, responsibility, and cooperation.

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