

The Effectiveness of the Bogor Career Center (BCC) Program at the Bogor Regency Manpower Office

E. Halimatu Sa'diah ^{1*}, Irma Purnamasari ², Berry Sastrawan ³

Universitas Djuanda, Bogor

Corresponding Author: E. Halimatu Sa'diah,

ehalimatusadiah180204@gmail.com

ARTICLE INFO

Keywords: Effectiveness, Unemployment, Services, Bogor Career Center (BCC) Program

Received : 25 January

Revised : 25 March

Accepted: 25 April

©2026 Sa'diah, Purnamasari, Sastrawan : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study analyzes the effectiveness of the Bogor Career Center (BCC) Program at the Bogor Regency Manpower Office. The research problem is the rise in the open unemployment rate in Bogor Regency in 2025, following a continuous decline over the past five years. This study aims to assess the effectiveness of the BCC Program based on the Theory of Effectiveness by Sutrinso (2010). This study employs a quantitative approach using a descriptive research design. Data were collected through the distribution of questionnaires to BCC program managers and service users, supplemented by observations, interviews, and documentation. Data analysis was conducted using descriptive statistics based on the four dimensions of Effectiveness: Understanding of Objectives, Accuracy of Targets, Timeliness, Achievement of Objectives, and Tangible Changes. The results of the study indicate that the effectiveness of the Bogor Career Center (BCC) Program falls into the "Very Good" category.

INTRODUCTION

The issue of open unemployment remains a critical challenge for economic development at the local level, including in Bogor Regency. As a strategic initiative, the Bogor Regency Labor Office operates the Bogor Career Center (BCC) program as a platform for integrating employment services. The effectiveness of such programs is a key focus in public policy literature, where success is often measured through indicators of program understanding, target accuracy, and tangible outcomes (Rizqi et al., 2022). However, the implementation of labor programs across various regions has yielded mixed results; while they can produce positive impacts, significant challenges regarding timeliness and the achievement of long-term goals are still frequently encountered (Rizqi et al., 2022), (Permata Sari & Sadad, 2025).

Several previous studies have emphasized that the success of unemployment mitigation programs depends heavily on the quality of outreach and the accuracy of participant targeting (Yhovinda Artanti et al., 2024). In the context of service digitalization, the effectiveness of labor market information systems has been shown to contribute positively by up to 53.2% to the quality of public services (Restetya & Lanin, 2022). Nevertheless, the adoption of technology through integrated information systems is often hindered by low public accessibility and understanding, thus requiring strategic steps to improve infrastructure and user education (Fauzan Hutahut et al., 2025). This aligns with the findings (Sinaga, 2025) which emphasize that the effectiveness of labor absorption policies is highly dependent on the dynamics of implementation and coordination among relevant actors, including the alignment of programs with industry needs.

In the context of evaluating program effectiveness, it is important to understand how public satisfaction serves as a key indicator of public service performance. As noted by (Purnamasari et al., 2023), research has also shown that "the effectiveness of public services is critically reflected in public satisfaction, which serves as an indicator of how well services are provided by the government." To achieve this level of satisfaction, the appropriate application of information technology is essential to facilitate document tracking and ensure rapid communication (Sastrawan & Anggraeni, 2023). However, the challenges faced—such as low public participation in outreach and understanding of the new system—need to be addressed so that program effectiveness can increase significantly (Tengku et al., 2023). Thus, a comprehensive strategy to increase participation and technology adoption is essential to achieving the desired goals.

The main challenge frequently encountered in online employment services is the issue of system usability. Research (Insap Santosa & Wing Wahyu Winarno, 2019) indicates that many labor market information systems have not yet been able to help users find information efficiently and satisfactorily. This ineffectiveness is exacerbated by unequal access to information and suboptimal communication channels (Uthama & Saefulrahman, 2021). In Subang Regency, labor market information policies are considered ineffective in bridging job seekers with the business sector due to a lack of community engagement and technology utilization (Hirawan et al., 2025). In fact, service innovations such as

the "Ayo Kerja" program in East Java demonstrate that easy access to job vacancy information provides significant relative benefits to the public when supported by robust online service infrastructure (Putra et al., 2024).

Based on a review of previous research and official data published by the Bogor Regency Manpower Office regarding the number of job seekers and the number of jobs created, there is a significant gap. Furthermore, the unemployment rate in Bogor Regency has risen after five years of continuous decline. Therefore, this study is important to determine the effectiveness of the Bogor Career Center (BCC) program implemented by the Bogor Regency Manpower Office.

LITERATURE REVIEW

The theory used is Sutrisno's (2010) theory of effectiveness, which describes the extent to which an action or program achieves its objectives. Program effectiveness refers to the degree to which a program succeeds in achieving its established objectives.

According to Sutrisno (2010), program effectiveness can be measured using five dimensions, namely:

1. Program Understanding

Program understanding emphasizes the implementation of the program so that it can run smoothly; a good understanding by the implementers and the program's target audience is essential to prevent misunderstandings during program implementation or service delivery,

2. Accuracy of Targets

Target accuracy measures the alignment between the intended targets and the actual implementation; a program is considered effective if the service recipients meet the criteria or requirements previously established in accordance with applicable regulations.

3. Timeliness

Timeliness measures whether the program's implementation or services are carried out according to the planned schedule or, in relation to the previously communicated timeline, whether they align with the actual implementation or not.

4. Achievement of Objectives

Program achievement assesses the alignment between established plans or objectives and the reality of their implementation.

5. Tangible Changes

Tangible changes that allow for the accurate and measurable assessment of impact are directly experienced by the program's target audience.

METHODOLOGY

A quantitative approach of the descriptive type. As stated by (Sugiyono, 2023), this approach is designed to investigate the values of one or more independent variables. This study does not compare or analyze other variables; the focus is solely on describing the effectiveness of the Bogor Career Center (BCC) program in providing labor market information services at the Bogor Regency Manpower Office.

This study was conducted with two types of respondents: employees of the Bogor Regency Manpower Office—specifically, the management team of the Bogor Career Center (BCC)—comprising 7 staff members from the labor placement division, as well as 50 members of the public who are service users, for a total of 57 respondents who contributed to this study. For the managers, a census was used, involving the entire labor placement division, and to determine the community sample, the Taro Yamane formula was used, reducing the initial population of 100 people to a sample of 50 community members.

After collecting data from the respondents, the results were analyzed using the Weighted Mean Score (WMS) formula. This analysis aimed to calculate a summary of all respondents' answers based on Sutrisno's (2010) theory of effectiveness.

RESEARCH RESULTS

In this study, the results of the data analysis using the Weighted Mean Score (WMS) formula from the data collected regarding the effectiveness of the Bogor Career Center (BCC) Program at the Bogor Regency Manpower Office are as follows:

SUMMARY OF RESPONDENT ANSWERS						
No	Dimension	Indicator	Average	Category	Average	Very Good
1	Program Understanding	Understanding of BCC objectives and programs	4.45	Very Good	4.53	
		Understanding of how to use program services	4.29	Very Good		
2	Target Accuracy	Suitability of service users	3.87	Good	3.95	
		Alignment with labor market needs	4.44	Very Good		
3	Timeliness	Punctuality of service start time	4.59	Very Good	4.67	

		Efficiency of service time	4.71	Very Good	
4	Goal Achievement	Improvement in program target competencies	4.16	Good	4.23
		Increase in employment	4	Good	
5	Tangible Changes	Plays a key role in reducing unemployment	4.72	Very Good	4.79
		Communicated to the entire community of Bogor Regency	3.85	Good	
Overall Average					4.43

Source: Research, 2026

DISCUSSION

1. Effectiveness Level of the Bogor Career Center (BCC) Program

The overall effectiveness of the Bogor Career Center (BCC) program at the Bogor Regency Manpower Office achieved a rating of "Very Good," based on an assessment of five dimensions according to Sutrisno's theory (2010). This assessment involved 10 indicators and 20 statement items answered by 57 respondents, comprising 7 service managers and 50 community users. These results align with the study by Rizqi et al. (2022), which states that the effectiveness of employment programs is measured through program understanding, target accuracy, timeliness, goal achievement, and tangible changes, where the contribution of these dimensions reaches a high level when supported by good coordination.

The "Real Change" dimension achieved the highest score with a rating of "Very Good," based on two key indicators. Regarding the indicator of a significant reduction in the unemployment rate, the statement regarding the positive impact of the BCC on job creation showed that the majority of respondents (85.96%) selected "Strongly Agree" or "Agree," with only a few remaining neutral or disagreeing. This is supported by data on BCC's labor absorption of 5,077 people in 2024 and 4,243 people in 2025, indicating the program's role in bridging job seekers with business opportunities, as found in Sinaga's (2025) research that the dynamics of implementation among stakeholders enhance the effectiveness of labor absorption policies. The second item in this indicator, regarding the BCC's role in reducing unemployment, also received support from 73.68% of respondents who

agreed, although observations and interviews indicated that job creation has not yet been fully significant, thus requiring a strategy for continuous improvement.

Regarding the indicator of outreach to the entire community, the item on outreach routines received approval from 73.68% of respondents, which was confirmed by interviews with program administrators that outreach is conducted monthly in the sub-districts, although limited by budget and human resources. Conversely, the item on outreach to all segments of society showed a predominance of neutral and disagree responses, indicating a weakness in inclusive reach. These findings are consistent with Yhovinda Artanti et al. (2024), who emphasize that the quality of outreach is a prerequisite for the success of unemployment mitigation programs, as well as Fauzan Hutasuhut et al. (2025), who recommend improvements in infrastructure and education to address low accessibility.

2. Meeting Public Expectations Regarding BCC Services

The BCC program meets the expectations of the public as service users at the "Very Good" level, particularly in terms of quick access to services, clear job vacancy information, and relevance to the current job market. The average rating from 50 user respondents indicates high satisfaction across all dimensions, with the majority selecting "Good" or "Very Good." This reflects the success of BCC as an integrative platform, as evidenced by Restetya and Lanin (2022), who found that labor market information systems significantly contribute to the quality of public services through the ease of digital access. This support is also in line with innovative programs such as "Ayo Kerja" in East Java (Putra et al., 2024), where robust online infrastructure enhances user satisfaction.

3. The Impact on BCC Service Users

BCC users have experienced tangible positive impacts, particularly in terms of skill enhancement through training and job placement. Regarding the achievement of objectives, the skill enhancement indicator shows that 45 out of 50 user respondents strongly agree that BCC training consistently improves skills, reinforcing the findings of Insap Santosa and Wing Wahyu Winarno (2019) on the importance of system usability for information efficiency. In the dimension of tangible changes, the impact on employment was rated as "Good" by users, affirming BCC's role in reducing structural unemployment in Bogor Regency, although there is still room for improvement, as observed from the fluctuating employment data.

However, the challenges of inclusive outreach and optimizing program uptake highlight the need for adaptation to local dynamics, as recommended by Hirawan et al. (2025) to enhance community engagement in similar regions. These findings contribute to the public policy literature with empirical evidence specific to Bogor Regency, filling a gap in the evaluation of digital employment programs.

CONCLUSIONS AND RECOMMENDATIONS

Based on data analysis using Sutrisno's (2010) theory of effectiveness—which comprises five dimensions (program understanding, target accuracy, timeliness, goal achievement, and tangible change), the effectiveness of the Bogor Career Center (BCC) program at the Bogor Regency Manpower Office was rated as very good with an average of 4.43 (a "Very Good" rating according to Sugiyono, 2019), obtained from 57 respondents (7 administrators and 50 users) through 10 indicators and 20 statement items. This program meets the expectations of service users very well, as evidenced by high satisfaction with quick access, clear job vacancy information, and relevant training, with a high average rating from 50 users. Additionally, the public perceives tangible positive impacts in the form of improved training competencies and ongoing job placement (based on daily updates from the BCC system), with 45 out of 50 users strongly agreeing that the training consistently enhances skills.

To improve the effectiveness of the BCC, it is recommended that the Bogor Regency Labor Office increase outreach efforts to all segments of society through digital media and village offices, as outreach indicators remain low (41 respondents were neutral or disagreed). Furthermore, optimizing labor absorption and competency training needs to be carried out by increasing job vacancies and routine training to reduce unemployment, given the decline in absorption data for 2024–2025. Finally, maintain the timeliness of the " " program and understanding of the program through daily morning briefings and education on service usage to maintain high satisfaction.

ADVANCED RESEARCH

Further research is recommended to evaluate the Bogor Career Center (BCC) Program through a survey of a broader sample of respondents (at least 200 people), in-depth interviews with program administrators, community users, and partner companies, direct observation of services in the field, and analysis of data on job placement, daily job openings, and unemployment trends from the Central Statistics Agency (BPS) and the BCC system. The primary focus should be on improving outreach to villages, enhancing job matching through simple technology, optimizing competency training to meet industry needs, and evaluating digital user satisfaction, so that the research findings can provide practical recommendations to improve program effectiveness, expand its reach, and help reduce unemployment rates in Bogor Regency in a tangible and sustainable manner.

ACKNOWLEDGMENT

The author would like to express his deepest gratitude to his parents for their support in conducting this research, as well as to Academic Advisor 1, Mrs. Irma Purnamasari, S.Sos., M.Si. who also served as the Academic Advisor, and Advisor 2, Mr. Berry Sastrawan, S.Sos., M.A.P., for their guidance and direction before, during, and after the research. The author also thanks the Bogor Regency Manpower Office for providing the opportunity to conduct this research. Finally, the author extends gratitude to the Public Administration Class of 2022, who have always stood by the author.

REFERENCES

- Fauzan Hutasuhut, Z., Skripsi, P., & Sururama, R. (2025). *The Effectiveness of Labor Services Through the Integrated Labor Information System at the Medan City Labor Office*.
- Hirawan, Z., Rizky Fitriani, D., & Haniati, H. (2025). *Labor Market Information Policy in Subang Regency*.
- Insap Santosa, P., & Wing Wahyu Winarno, et al. (2019). *Usability Evaluation of the Labor Market Information System... USABILITY EVALUATION OF THE LABOR MARKET INFORMATION SYSTEM USING THE SYSTEM USABILITY SCALE*.
- Permata Sari, A., & Sadad, A. (2025). *Effectiveness of the Labor Placement Program by the Agam Regency Manpower Office*.
- Purnamasari, I., Rahmawati, R., Silpiya, D., Bani Jafar, F., Sastrawan, B., & Fitriah, M. (2023). Effectiveness of KTP Services in the Sub-District. *IAPA Proceedings Conference*, 29. <https://doi.org/10.30589/proceedings.2023.873>
- Putra, B. C., Prasetyo, I. S., & Sos, M. S. (2024). *Innovation in Job Vacancy Services Through the Ayo Kerja Program at the East Java Provincial Department of Manpower and Population Transmigration*. <http://www.antarajatim.com>
- Restetya, D., & Lanin, D. (2022). The Effect of the Effectiveness of the Online Labor Market Information System on the Quality of Public Services at the West Sumatra Provincial Department of Manpower and Transmigration. *PUBLICNESS: Journal of Public Administration Studies*, 1(2), 137–142. <https://doi.org/10.24036/publicness.v1i2.8>
- Rizqi, W., Fauziah, Sugiarti, C., & Ramdani, R. (2022). The effectiveness of youth entrepreneurship programs in reducing the open unemployment rate in Tegal Regency during the COVID-19 pandemic. In (Online) *JURNAL MANAJEMEN* (Vol. 14, No. 2).
- Sastrawan, B., & Anggraeni, M. R. (2023). *The Effectiveness of PT. Rumah Selaras Persada's Home Ownership Administrative Services*.
- Sinaga, T. F. A. (2025). *The Effectiveness of Labor Absorption Policies in Addressing Labor Market Challenges in Batam City, Riau Islands Province*.

Sugiyono. (2023). *Quantitative, Qualitative, and R&D Research Methods*.

Tengku, M., Rahmawati, R., Purnamasari, I., & Salbiah, E. (2023). *Effectiveness of Business License Services Based on Online Single Submission*.

Uthama, M. R., & Saefulrahman, I. (2021). The Effectiveness of Information Media in the Administration of Government in the City of Bandung. *Journal of Public Administration* (Janitra), 1(2).
<https://www.kominfo.go.id/content/detail/34295/h>

Yhovinda Artanti, A., Taqwa Sihidi, I., Apriyanto Romadhan, A., Kamil, M., Ilmu Pemerintahan, J., & Muhammadiyah Malang, U. (2024). The Effectiveness of Unemployment Mitigation Programs Through Job Training in Batu City. *JPALG*, 8(1), 41-55. <https://doi.org/10.31002/jpalg.v8i1.8627>