

The Effect Of Halal Product Process (P3H) Companion Training On Job Readiness Through Human Resource Competencies (Study on Alumni of P3H HCCM Training Participants)

Original Article

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Abstract

The implementation of Law No. 33 of 2014 concerning Halal Product Assurance has encouraged the urgent need for competent halal companions to support the national halal certification program. This study aims to analyze the effect of Halal Product Process Companion (P3H) training on the work readiness of alumni with human resource competence as a mediation variable. Phenomena on the ground show that even though Indonesia has the largest Muslim population in the world, the readiness of halal companion human resources is still not optimal, where a survey by the Ministry of Religion (2023) indicates that only 45% of halal companions have adequate work readiness. This study uses a quantitative approach with an explanatory research design, involving 160 alumni of the P3H Halal Center Muslim Scholars training for the 2022-2025 period who were selected through simple random sampling from a population of 230 alumni. Data was collected using a questionnaire with a 5-point Likert scale and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of SmartPLS 3.3.3 software. The results showed that P3H training had a significant effect on job readiness ($\beta = 0.038$; t -value = 4.330; p -value = 0.041) and human resource competence ($\beta = 0.138$; t -value = 5.029; p -value = 0.009). Human resource competence has a significant effect on job readiness ($\beta = 0.230$; t -value = 3.355; p -value = 0.001). Furthermore, HR competence was proven to mediate the influence of P3H training on job readiness ($\beta = 0.032$; t -value = 5.900; p -value = 0.037). The research model showed an R^2 value of 0.019 for HR competence and 0.057 for work readiness, with a Q^2 value of 0.745 indicating good predictive relevance. These findings confirm that HR competencies play a role as a partial mediator in the relationship between P3H training and job readiness, in accordance with Kirkpatrick's Four-Level Training Evaluation Model, HR development theory. This research provides a theoretical contribution by integrating the theory of human resource management and job readiness in the context of Indonesia's halal ecosystem, as well as practical contributions in the form of recommendations for the development of a more applicable P3H training curriculum to support the government's target of achieving 100% halal certified products by 2029.

Keywords: P3H training, HR competence, job readiness, halal companion, mediation, HCCM, SEM-PLS

1. Introduction

Indonesia is the country with the largest Muslim population in the world. As a consequence, the need for halal products has become very important and continues to increase over time. The government, through Law No. 33 of 2014 concerning Halal Product Assurance, mandates that every product entered, circulated, and traded in Indonesian territory must be halal certified. In the global context, the halal industry is experiencing significant growth with a projected value of USD 5 trillion by 2030 (Thomson Reuters, 2021). The rapid growth of the global halal market is driven by the increasing awareness of Muslim and non-Muslim consumers towards quality and healthy products that comply with halal standards (Khan & Haleem, 2021). More and more countries are starting to pay attention to halal certification as one of the strategies to increase exports and enter the potential markets of Muslim countries (Wilson & Liu, 2020). This creates opportunities as well as challenges for Indonesia to position itself as the center of the global halal industry. In Indonesia, the reality of halal companion work readiness shows a significant gap. According to a survey conducted by the Ministry of Religion (2023), only 45% of halal assistants have optimal work readiness, while the other 55% still need to improve their competencies, especially in technical and applicative aspects. Hartini and Prasetyawati (2022) found that the gap between the training curriculum and practical needs in the field is one of the causes of the low job readiness of halal assistants in Indonesia. Companions often face difficulties when dealing with the complexity of the production process in various industry sectors that require specific knowledge.

P3H Companion Training is an important key to ensuring the work readiness of prospective companions. The material presented in this training includes aspects of halal regulation, Islamic law related to halal products, knowledge of halal product ingredients and processes, verification and validation, and mastery of BPJPH's SiHalal digital application (Ayu & Puspitasari, 2022). In addition to theoretical material, the training is also equipped with simulation practices to improve the skills and readiness of participants in assisting MSEs directly in the field. Previous studies have shown that this training is able to significantly improve the competence of participants. One of them can be seen from the results of the evaluation of P3H training conducted by LP3H State University of Padang (UNP). The average readiness score of prospective PPH companions from the Padang City Youth Organization shows a figure above 4.2, which indicates the category of "ready" to enter the field. The aspect that obtained the highest score was the ability to use a SiHalal account (4.92), while the aspect with the lowest score was the understanding related to business actor licensing (4.23), which is still classified as ready (Zamri, 2023). Based on the latest literature review, several *research gaps have been identified* in the field of halal companion development. First, although there has been a lot of research on the effectiveness of P3H training, the majority focus on short-term evaluations and have not seen the impact of training on the actual performance of companions in the field (Hasanah & Jamaluddin, 2022). Second, studies on the mediating role of human resource competence in the relationship between training and job readiness are still very limited, especially in the context of halal companions (Firmansyah et al., 2023). Third, existing research has not integrated a multidisciplinary approach that combines aspects of sharia, human resource management, and technology in analyzing the work readiness of halal companions (Muhtadi & Safitri, 2023).

The novelty of this research lies in the development of an integrated model that explains the relationship between P3H training, human resource competence, and halal companion job readiness in the context of the implementation of the JPH Law in Indonesia. In contrast to previous research that tended to look at these variables separately, this study will test the role of human resource competency mediation in building halal companion work readiness. In

addition, this study also develops comprehensive and contextual measurement instruments to evaluate the effectiveness of P3H training programs in Halal Centers. The urgency of this research is increasingly relevant considering the government's target to achieve 100% halal-certified products by 2029 (BPJPH, 2022). The need for competent and work-ready halal companions is projected to reach 50,000 people in the next five years (Ministry of Religion, 2022). The findings of this study are expected to make a significant contribution to the development of a more effective and evidence-based P3H training curriculum, so as to accelerate the preparation of quality halal companion human resources. Based on this background, this study was conducted to examine the effect of Halal Product Process Companion Training (P3H) on Alumni Work Resiliency, with HR Competency as a mediation variable, which is focused on alumni of Halal Center Muslim Scholar training participants.

Based on the background that has been described, the formulation of the problem in this study is as follows:

- a) Does the Halal Product Process Companion (P3H) training affect the work readiness of alumni?
- b) Does P3H training affect the competence of alumni human resources?
- c) Does HR competence affect the work readiness of alumni?
- d) Does HR competence mediate the influence of P3H training on alumni job readiness?

2. Literature Review

2.1. Halal Product Process Companion Training (P3H)

Training is one of the efforts to develop human resources that is planned and systematic to improve the knowledge, skills, and abilities of participants. According to Kasmir (2016), training is a process to form and equip employees by increasing their skills, abilities, knowledge, and behavior. Training is concerned with skills and the ability to perform current work. In line with this understanding, Priansa (2016) defines training as a systematic process to change employee behavior that is directed to achieve organizational goals in the form of improving work abilities and skills. Meanwhile, according to Mangkunegara (2016), training is a short-term educational process that uses a systematic and organized procedure in which non-managerial employees learn technical knowledge and skills for a specific purpose. Sedarmayanti (2017) added that training is part of education that involves the learning process to acquire and improve skills outside the applicable education system in a relatively short time with methods that prioritize practice over theory. Based on this understanding, it can be concluded that training is a series of activities that are systematically designed to improve individual knowledge, skills, and attitudes in order to achieve the expected standards in carrying out a certain job or task. Halal Product Process Companion Training (P3H) is a training program initiated by the Halal Product Assurance Agency (BPJPH) to prepare halal companions who will assist Micro and Small Enterprises (MSEs) in the halal certification process, especially through the self-declare route (Arifin, 2019). According to Sukoso (2020), P3H training is designed as part of efforts to accelerate halal certification launched by the government in accordance with the mandate of Law Number 33 of 2014 concerning Halal Product Assurance, which requires all products circulating in Indonesia to have halal certification.

2.2. HR Competencies

Human resource competence is one of the important aspects in human resource management. According to Edison et al. (2017), competence is defined as the basic characteristics of a person that allow him or her to deliver superior performance in a particular job, role, or situation. Sedarmayanti (2017) defines competence as an underlying characteristic of a person and relates to the effectiveness of individual performance in his or her work. Competence consists of the knowledge, skills, and attitudes needed to carry out a job. Wibowo (2016) stated that competence is a characteristic inherent in a person related to individual performance at work. These characteristics include aspects of knowledge, skills, and attitudes that are inherent in a person's personality. Furthermore, Busro (2018) defines competence as a combination of knowledge, skills, and attitudes needed by a person to be able to carry out their duties and responsibilities effectively and improve professional quality standards in their work. In the context of human resources, competence refers to the knowledge, skills, abilities, and other attributes that a person needs to do their job effectively (Priansa, 2018). HR competence is an important determinant in a person's success in carrying out their roles and responsibilities in the organization.

2.3. Job Readiness

Job readiness is an important aspect that a person needs to have before entering the world of work. According to Slameto (2018), job readiness is the overall condition of an individual that makes him ready to provide a response or answer in carrying out work. Fitriyanto (2016) defines work readiness as a condition that shows the compatibility between physical, mental maturity, and work experience so that individuals have the ability to carry out certain activities in relation to work. Meanwhile, according to Caballero et al. (cited in Mashadi & Usman, 2019), job readiness is a set of skills and behaviors necessary to work effectively in the modern work environment. Dalyono (2018) added that job readiness is the ability, skills, and work attitude that are in accordance with the demands of society and in accordance with the potentials of students in various types of jobs that can be directly applied. Further, Bandaranaike and Willison (2016) define job readiness as the possession of skills, knowledge, attitudes, and understanding that will enable graduates to make a productive contribution to organizational goals immediately after starting work.

2.4. Research Mindset

Hair et al. (2016) stated that the hypothesis is a temporary conjecture regarding the relationship between variables expressed in the form of statements. To communicate these relationships more effectively, a conceptual model in the form of an arrow diagram is used that shows the direction of the relationship between variables. Based on the frame of mind and the results of previous research, the hypothesis in this study is formulated as follows:

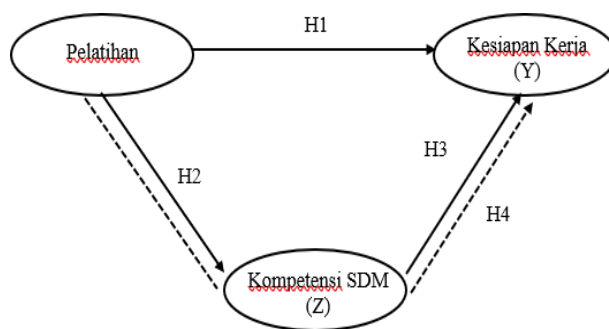


Figure 1. Research Hypothesis

H1: P3H (X) training has a significant direct effect on the Job Readiness (Y) of alumni.

This hypothesis is supported by the results of research conducted by Zamri (2023), which states that the variable of halal product process companion training is able to have a positive and significant influence on the variable of alumni job readiness. In his research, Zamri found that P3H trainees showed a high level of job readiness after participating in the training, especially in the aspect of mastering the SiHalal application with a score of 4.92 on a scale of 5. In addition, research conducted by Anas et al. (2023) also confirms that PPH companion training has a significant effect on the work readiness of alumni, with empirical evidence that of the 140 companions produced, most can assist MSEs in obtaining halal certificates. Another study by Al-Ikhlās (2023) also found that training in Islamic Sharia provisions related to halal products was able to significantly increase the understanding and work readiness of companions. Some of these previous studies can support the hypotheses that have been made in this study.

H2: P3H (X) training has a significant direct effect on HR (Z) Competence.

This hypothesis is supported by the results of research conducted by Kurniawati & Yunita (2023), which states that the P3H training variable is able to have a positive and significant influence on human resource competence. In their research, they found that halal training effectively improves participants' knowledge and skills in the mentoring process, from understanding sharia to digital reporting. In addition, research by Rimayanti et al. (2023) also shows that the P3H training model has a significant effect on improving the competence of halal companions, with face-to-face methods proven to be more effective than online training. Holinesti (2023) in his research on verification and validation simulations in P3H training, found that participants experienced a significant increase in technical competence, especially in verification and validation skills, according to BPJPH operational standards. These previous studies consistently support the hypothesis that has been made in this study.

H3: Human resource competence (Z) has a significant effect directly on Job Readiness (Y).

This hypothesis is supported by the results of research that has been conducted by Achyar et al. (2023), which states that the human resource competency variable is able to have a positive and significant influence on the work readiness of alumni. The study found that alumni with a good level of competence were proven to be more ready to carry out their duties in the field, and most of them were successfully officially registered as halal companions in the SiHalal system. Hidayat's research (2023) also shows that understanding and competence related to

business licensing and NIB have a significant effect on the readiness of companions in carrying out their duties in the field. Furthermore, a study by Irmí (2023) found that the digital competence of companions, especially mastery of the SiHalal application, plays a significant role in increasing their work readiness as a companion to the halal product process. Some of these previous studies strongly support the hypothesis that has been made in this study.

H4: P3H (X) training has a significant effect indirectly on Job Readiness (Y) through HR Competency (Z).

This hypothesis is supported by the results of research conducted by Rimayanti et al. (2023), which states that increased job readiness occurs if training succeeds in improving human resource competence first, which indicates the mediating role of competence. In their research, they found that the effectiveness of training in increasing job readiness was mediated by increasing the competence of halal companions. Sup research (2023) also shows that the effective mentoring process in the free halal certification program (SEHATI) is influenced by P3H training through improving the competence of human resources who play an important role as mediators. In addition, a study by Venny Irmí (2023) found that training in the use of the SiHalal application affects the work readiness of companions through improving their digital competencies first. These previous studies consistently support the hypothesis that has been made in this study regarding the mediating role of HR competencies in the relationship between P3H training and alumni job readiness.

3. Methods

This research is an *explanatory research* with a quantitative research type. *Explanatory research* is research that aims to explain the relationship between variables using a framework of thought first, then formulated in the form of a hypothesis. This research has a high level because it not only has independent and comparative value but also functions to explain, predict, and control a symptom with a quantitative approach. The research was conducted at the Halal Center for Muslim Scholars in Indonesia with the distribution of questionnaires online using Google Forms. The time of research period was conducted in May-June 2025 for one week to obtain respondent data. According to Sekaran and Bougie (2016), population refers to a whole group of people, events, or interesting things that the researcher wants to investigate, where the researcher wants to investigate and draw conclusions about. Based on this understanding, the population in this study is all alumni of the P3H Halal Center Muslim Scholars training participants for the 2022-2025 period. The population in this study amounted to 230 people who had participated in P3H training at the Halal Center of Muslim Scholars. This study used samples to represent the population. According to Sekaran & Bougie (2016), a sample is part of a population, consisting of a number of selected members of the population, from which the researcher can draw conclusions and generalize it to the population. The number of samples used in this study was 146 respondents. However, to anticipate the existence of questionnaires that do not return or are invalid, the number of samples is increased by 10% to 160 respondents.

The sampling technique used in this study is *probability sampling*, which is a sampling technique that provides an equal opportunity for each member of the population to be selected as a member of the sample (Sugiyono, 2018). The type of *probability sampling* used is *simple*

random sampling where the sampling of sample members from the population is done randomly regardless of the strata in the population. According to Sekaran & Bougie (2016), primary data is information obtained by researchers from the first source regarding the variables being studied to achieve the research objectives. In this study, primary data is respondents' response data to questionnaires distributed online in the form of *google forms* to alumni of P3H Halal Center Muslim Scholars training. According to Sekaran and Bougie (2016), secondary data is information that has been collected from existing sources. Secondary data sources can be books, journals, articles downloaded from the internet and previous research. Secondary data in this study is data obtained from the Halal Center for Muslim Scholars in the form of a list of alumni of P3H training participants for the 2022-2025 period, training syllabus, and other related documents. The data analysis technique in this study uses SmartPLS 3.3.3 statistical software, *Structural Equation Model* (SEM) with the *Variance Based SEM* approach or better known as *Partial Least Squares* (PLS). The PLS model was first developed by Wold and stated that PLS is a powerful analysis method or often referred to as "*soft modeling*" because it eliminates the assumptions of *Ordinary Least Squares* (OLS) regression, such as data must be normally distributed in a *multivariate* manner and there is no problem of multicollinearity between exogenous variables.

4. Results and Discussion

The Halal Center for Muslim Scholars (HCCM) is an institution engaged in assisting the process of halal products under the auspices of the Muslim Scholars Education Foundation. This institution officially gained legitimacy as a Halal Product Process Assistance Institution (LP3H) based on the Decree of the Head of the Halal Product Assurance Agency (BPJPH) Number 41 of 2022 dated February 11, 2022. HCCM is registered with the registration number of 2201000025 institution with a validity period until January 25, 2027. Based on the Decree of the Head of BPJPH Number 8 of 2024, this institution carries out its function as LP3H by referring to the established coaching guidelines. The guidelines stipulate that LP3H must meet the requirements as an Islamic community organization, an Islamic religious institution with a legal entity, or a university. LP3H domiciled at the national level is required to form a provincial branch LP3H in accordance with the province where the Halal Product Process Companion (P3H) personnel are located. In its management structure, HCCM is led by a director who is responsible for the institution's operations. At the beginning of its establishment, HCCM was led by Mrs. Fitri Ramadhani, S.P. who was entrusted by the foundation. The leadership then shifted to Mrs. Khoironi Saparti, S.Pd. who serves as the director until now. The organizational structure of LP3H at the provincial level level at least consists of the Chairman, Secretary, and Treasurer, as stipulated in the BPJPH guidelines.

This study uses SEM-PLS to test a series of research hypothetical relationships of P3H Training (X), HR Competency (Z), Job readiness (Y) of employees. The steps of the SEM-PLS analysis refer to the procedure developed by Chin (1999), and Hair, et., all. (2020), which includes: (1) evaluation of measurement models (outer models); (2) evaluation of structural models (inner models), and (3) goodness of fit, and (4) hypothesis testing.

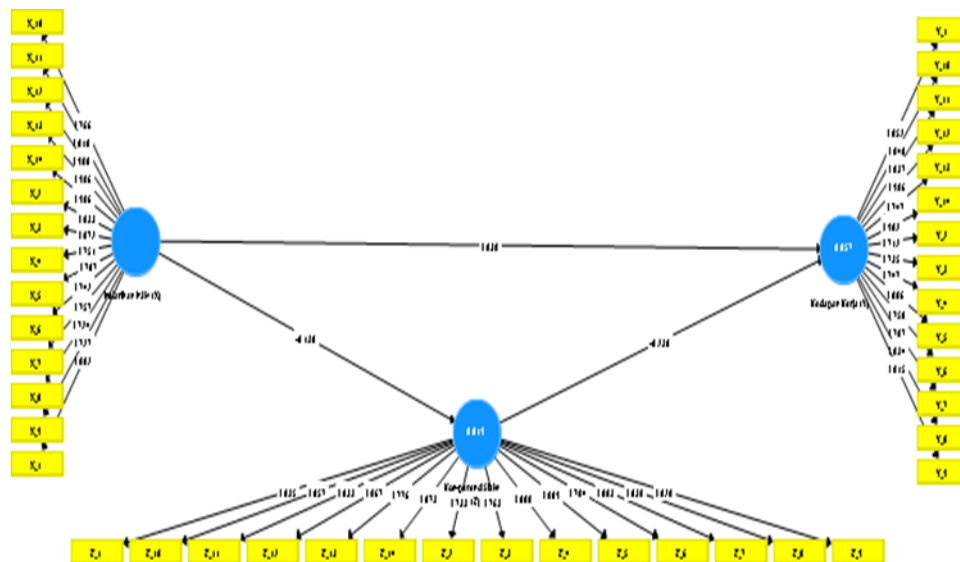


Figure 2. Result data analysis

Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Readiness (Y)	0,959	0,977	0,963	0,652
HR Competence (Z)	0,962	0,975	0,965	0,664
P3H (X) Training	0,964	0,974	0,965	0,665

Based on the results of the analysis of the measurement model (outer model), it is known that all indicators of the three variables, namely P3H Training (X), HR Competency (Z), and Job Readiness (Y) have an outer loading value above 0.70. This shows that each indicator has good convergent validity and is significantly able to represent its respective constructs. In the P3H Training variable, the highest outer loading value was indicated by the indicators X_12 (0.908), X_13 (0.906), and X_14 (0.906), which showed that the practical and simulation aspects of training contributed greatly to the perception of training quality. Meanwhile, other indicators such as X_1 to X_11 also show high loading values (above 0.72), indicating a fairly even contribution to the construct.

For the HR Competency variable, the indicators with the highest contribution were Z_14 (0.873), Z_12 (0.867), and Z_10 (0.857), which shows that professional ethics, integrity, and operational capabilities of companions in the application of the halal system are important aspects of HR competence. All indicators in this variable have an outer loading value ranging from 0.733 to 0.873, which means that each item is valid and does not need to be eliminated. Likewise, in the Work Readiness variable, the indicators Y_12 (0.906) and Y_14 (0.902) had the highest loading values, indicating that the ability to solve problems in the field as well as time and priority management greatly determine a person's readiness to carry out the role of a halal companion. All indicators of work readiness show a strong contribution to construction with a loading value between 0.712 and 0.906.

In terms of construct reliability and validity, the three variables have very high Cronbach's Alpha, rho_A, and Composite Reliability values, which are above 0.95. Cronbach's Alpha score for P3H Training is 0.964, HR Competency is 0.962, and Job Readiness is 0.959,

indicating excellent internal reliability. The Composite Reliability value which ranges from 0.963 to 0.965 corroborates that the entire construct has high internal consistency. In addition, the Average Variance Extracted (AVE) value for the three constructs was above 0.65 each, namely 0.665 for P3H Training, 0.664 for HR Competence, and 0.652 for Job Readiness. This shows that more than 65% of the variance of the indicators is explained by the respective constructs, and has qualified for convergent validity. Thus, it can be concluded that all indicators and constructs in this research model have met the criteria of validity and reliability. This shows that the measurement model used is very good and feasible to proceed to the structural model analysis stage (inner model).

Table 1. Testing Direct and Indirect Influence

	Relationship	B	T-value	P-values	Decision
H1	HR Competencies (Z) -> Job Readiness (Y)	0,230	3,355	0,001	Confirmed
H2	P3H (X) Training -> Job Readiness (Y)	0,038	4,330	0,041	Confirmed
H3	P3H (X) Training -> Human Resources Competency (Z)	0,138	5,029	0,009	Confirmed
H4	P3H (X) - HR Competency > Training (Z) -> Job Readiness (Y)	0,032	5,900	0,037	Confirmed

Based on Table 1, it is known that hypotheses 1 to 4 show a t-statistical value that is more than t-table (1.97) and a pvalue < 0.05 so that it can be concluded that hypotheses 1 to 4 are accepted and have a positive effect, which is described as follows.

Hypothesis H1:

The test results showed that HR Competency (Z) had a significant effect on Job Readiness (Y) with a coefficient value of $\beta = 0.230$, t-value = 3.355, and p-value = 0.001. Since the p-value < 0.05, this hypothesis is confirmed. This means that the higher the competence possessed by human resources, the higher their readiness to carry out their role as halal companions. These findings are consistent with human resource theory which states that competence in the form of knowledge, technical skills, and professional ethics is an important foundation in fostering individual readiness in the context of work.

Hypothesis H2:

The results of the analysis showed that P3H (X) Training had a significant effect on Job Readiness (Y) with a value of $\beta = 0.038$, t-value = 4.330, and p-value = 0.041. Although the coefficient is relatively low, the effect is statistically significant, so this hypothesis is also confirmed. This shows that participation in P3H training still has a contribution to the companion's work readiness, although the impact is not very large practically. This can be caused by training that is not fully applicable or not intensive enough in forming comprehensive work readiness.

H3 hypothesis:

In this hypothesis, it was found that P3H (X) Training had a significant effect on HR Competency (Z) with a value of $\beta = 0.138$, t-value = 5.029, and p-value = 0.009. With a p-

value < 0.01 , this hypothesis is confirmed. This means that the better the quality of training received, the higher the competence of human resources as halal companions. Good training not only improves technical and operational knowledge (such as the use of SiHalal applications), but can also strengthen regulatory understanding and companion communication skills.

H4 hypothesis:

The test results also showed that P3H (X) Training had an indirect effect on Job Readiness (Y) through HR Competency (Z), with a mediation coefficient of $\beta = 0.032$, t -value = 5.900, and p -value = 0.037. With a p -value of 0.05, this hypothesis is confirmed, which means that P3H training has an indirect effect on job readiness by first improving human resource competence. These findings support the mediating role of HR competencies in bridging the relationship between training and job readiness. This means that effective training will improve competence, and this competence ultimately contributes to the work readiness of halal assistants in the field.

The Effect of Human Resources Competency (Z) on Job Readiness (Y)

The test results showed that HR Competency had a significant effect on Job Readiness, with a coefficient value of $\beta = 0.230$, t -value = 3.355, and p -value = 0.001. These findings reinforce the view that competence is the main foundation in creating optimal job readiness. Human resource competencies include mastery of knowledge, technical skills, communication, as well as professional integrity and ethics relevant to their duties as halal companions. These results are in line with research conducted by Noe, Hollenbeck, Gerhart, & Wright (2017) which states that individual competencies directly affect work readiness and effectiveness, especially in service-based or mentoring roles. In addition, a study by Widodo and Tjahjaningsih (2020) in the context of MSME companions shows that increasing the capacity and competence of human resources has a significant impact on their readiness to carry out field tasks independently and adaptively. Thus, increasing competence is a strategic step to strengthen the work readiness of halal companions.

The Effect of P3H Training (X) on Job Readiness (Y)

P3H training has been shown to have a significant effect on job readiness, with a coefficient value of $\beta = 0.038$, t -value = 4.330, and p -value = 0.041. Although the effect is practically low, these results suggest that participation in training remains an important role in building job readiness. Training can provide a basic understanding of halal mentoring tasks, the use of application systems, and mapping the certification process. Research by Chiaburu & Lindsay (2008) shows that formally structured training can shape perceptions of job readiness, although its effectiveness is often influenced by participant involvement, training methods, and post-training support. In addition, a study by Nurlina et al. (2021) in the context of halal companion training in Indonesia also shows that training has a contribution to companion readiness, but there is still a need for improvement in the practice and simulation approach to optimize results.

The Effect of P3H (X) Training on Human Resources Competency (Z)

The results of the hypothesis test showed that P3H training significantly improved human resource competence, with a coefficient value of $\beta = 0.138$, t -value = 5.029, and p -value = 0.009. This shows that the quality and intensity of training play a significant role in shaping the competence of halal companions, especially in terms of understanding regulations, technical skills in using the SiHalal application, and communication skills. These findings are

reinforced by the research of Salas, Tannenbaum, Kraiger, & Smith-Jentsch (2012) who stated that systematically designed job training has a significant impact on competency improvement, especially when it is associated with real work practices. At the national level, a study by Fitriani and Wahyudi (2022) on halal companion training shows that interactive and applicative JPH curriculum-based training can significantly improve companion competence, especially in the aspect of identifying critical points and verifying the halal production process.

The Effect of P3H (X) Training on Job Readiness (Y) through HR Competency (Z)

The fourth hypothesis proves the indirect influence of training on job readiness through HR competence as a mediating variable, with a value of $\beta = 0.032$, $t\text{-value} = 5.900$, and $p\text{-value} = 0.037$. This shows that training not only has a direct impact, but also significantly shapes job readiness through strengthening individual competencies. In other words, effective P3H training will form competencies, and that competence will further increase readiness in carrying out halal assistance tasks. These findings are in line with the mediation model in human resource development as described by Kirkpatrick's Four-Level Training Evaluation Model, where the "Learning" level (competence) becomes a bridge to the "Behavior" level. Research by Indrawati and Sari (2021) in the MSE facilitator training program also shows that competence plays an important role as a mediator in explaining how training can contribute to work effectiveness. Thus, these results confirm that the effectiveness of training will be more optimal when combined with the continuous development of human resource competencies.

5. Conclusion

Based on the results of analysis and hypothesis testing, it can be concluded that both human resource competence and P3H training have a significant influence on the work readiness of halal companions, both directly and indirectly. HR competencies have the strongest direct influence on job readiness, which shows that knowledge, technical skills, and professional ethics greatly determine a person's readiness to carry out the role of a halal product process companion. Meanwhile, P3H training also makes a significant contribution to improving human resource competence and job readiness, although the direct impact on job readiness is relatively small. In addition, it is proven that P3H training has an indirect effect on job readiness through competency improvement, which emphasizes the importance of training as a foundation for competency formation that has an impact on job readiness.

The findings of this study provide important implications for training providers, governments, and halal companion institutions. First, P3H training must be designed not only as a means of administrative fulfillment, but as a program that is able to effectively improve the technical, regulatory, and ethical competencies of halal companions. Second, improving competencies must be the main focus in the development of halal companion human resources, because this competence is the most influential on their readiness in the field. Third, institutions responsible for halal certification and assistance need to adjust the training curriculum to real needs in the field, including case simulations, practice of using the SiHalal application, and soft skills training such as communication and problem-solving.

Based on the results of the research and its implications, it is recommended that P3H training institutions improve the quality of training methods and materials with a more applicable and participatory approach. Training materials should integrate hands-on practice, field case studies, and technical training on halal information system operations so that participants not only understand theory, but are also ready to face challenges in the field. In addition, continuous evaluation of the effectiveness of HR training and competencies is

needed through monitoring and further training. For subsequent researchers, it is recommended to expand the research model by adding other variables such as work motivation, practical experience, or organizational support to gain a more thorough understanding of the factors that affect the work readiness of halal companions.

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