

Implementation Of Manpower And Transmigration Office Strategies In Reducing Unemployment In East Kalimantan Province

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ABSTRACT

Unemployment is the main challenge in the field of employment in East Kalimantan Province. Therefore, the East Kalimantan Province Manpower and Transmigration Service is important in implementing strategies to reduce the unemployment rate. This research aims to analyze the implementation of strategy by the Department of Manpower and Transmigration to reduce unemployment in East Kalimantan Province and analyze the factors inhibiting the implementation of these strategies. The strategy implemented is to increase workforce competitiveness. The method used in this research is descriptive qualitative with data collection techniques in the form of observation, interviews, and documentation. The focus of this research uses the Strategy Implementation theory according to Wheleen and Hunger which includes 3 indicators, namely Program, Budget, and Procedures. The results of this research show that in implementing the strategy through the Workforce Training and Productivity Program as well as the Workforce Placement Program. The budget used comes from the Regional Revenue and Expenditure Budget (APBD) and the State Revenue and Expenditure Budget (APBN). As well as procedures implemented to ensure strategic objectives are achieved. However, there are several inhibiting factors in its implementation, namely the implementation of the training program has not been optimal due to the presence of incompetent training participants and the Placement Program due to a lack of cooperation with companies/industry.

Keywords : Strategy Implementation, Unemployment, Manpower and Transmigration Services.

1. INTRODUCTION

East Kalimantan Province is a province that has a population growth rate that increases every year so that there are many people of productive age. The population of East Kalimantan Province will reach 3,859,780 people as of 2022 and 76 percent of the total population is of the productive age group. Unemployment is the main challenge in the field of employment in East Kalimantan Province. It is said that unemployment is when someone is in the age group of 15 to 64 years and wants to get a job but has not succeeded (Basrowi et al., 2018). The following is data on the employment situation of East Kalimantan Province by district/city for 2021-2022.

Table 1. Unemployment Rate in East Kalimantan Province

Year	Workforce	Work	Unemployment	Percentage
2021	1.886.361	1.757.897	128.464	6,81
2022	1.911.921	1.782.435	129.486	6,77

Source: BPS East Kalimantan Province 2021-2022

The unemployment rate in East Kalimantan Province is included in the top ten provinces with the highest open unemployment rate in Indonesia. Table 1 shows that in 2021, the unemployment rate in East Kalimantan reached 128,464 people and will increase to 129,486 people in 2022, in line with the increase in the number of the workforce.

To overcome existing problems, the East Kalimantan Province Manpower and Transmigration Service has implemented strategic plans and policies to achieve the goal of reducing the

unemployment rate. The following are the strategies and policies implemented based on the Strategic Plan of the Department of Manpower and Transmigration for the 2019-2023 period.

Table 2. Targets and Strategies of the Manpower and Transmigration Service

Target	Strategy
Increasing the competitiveness of the workforce	Increasing the quality and productivity of the workforce, as well as the relevance of education for equalizing workforce competencies

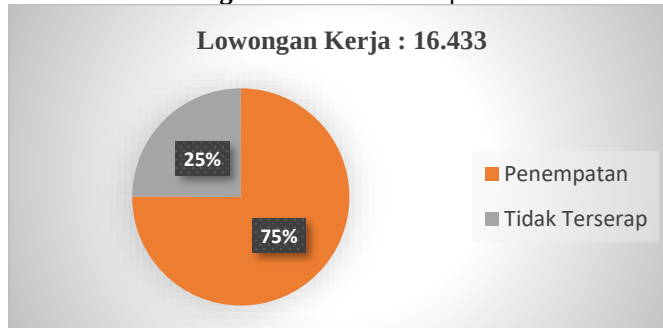
Source: Manpower and Transmigration Department. East Kalimantan Province

Table 2, explains the targets and strategies for reducing unemployment based on the Regional Medium Term Development Plan of East Kalimantan Province for the 2019-2023 period regarding employment issues. One of the medium-term targets set by the East Kalimantan Provincial Manpower and Transmigration Service is "Improving the competitiveness of the workforce" with its strategy, namely increasing the quality and productivity of the workforce, as well as the relevance of education for equalizing workforce competencies.

In implementing the existing strategy, there are several problems that arise. Namely, it can be seen from the fact that there are still 6.5% of the total participants who take part in the training are not yet competent. Participants who do not have sufficient skills or knowledge tend to be less productive in carrying out their work and have a direct impact on the quality of the work produced. Limited competency of training participants can hinder the East Kalimantan Province Manpower and Transmigration Service in achieving the targets that have been set, one of which is reducing the unemployment rate.

The next problem is labor absorption which aims to reduce the unemployment rate by providing job opportunities for job seekers. The problem with this program is that labour absorption is still not optimal. The following is data that explains labour absorption.

Diagram 1. Labor Absorption



Data Source: East Kalimantan Province Manpower and Transmigration Service for Development as of December 2022

Table 1.5 shows that the unemployment rate is high in East Kalimantan Province, but labor absorption is less than optimal. There are 16,433 registered job vacancies, but only 75% of people are absorbed. Less-than-optimal labor absorption can have many negative impacts, one of which is high unemployment rates.

Seeing these conditions, the writer considered researching and studying the problem more deeply: How is the Manpower and Transmigration Department's strategy implemented in reducing the unemployment rate in East Kalimantan Province? What are the inhibiting factors in implementing the Manpower and Transmigration Department's strategy for reducing the unemployment rate in East Kalimantan Province?

2. THEORETICAL FRAMEWORK

2.1 Strategy

Strategy helps in making strategic decisions to achieve success, according to Grant. Robert (Tua, 2016), Strategy as a tool for collaborating and communicating. Providing the same direction to the company is one of the important functions of strategy as a coordination and communication tool. According to Marrus (Juliansyah, 2017) Strategy is a process carried out by top leaders to establish plans to achieve the organization's long-term goals, along with making plans or actions to achieve them.

According to R Free. David (Tua, 2016) explains that strategy is defined as the art and science of preparing, identifying, and evaluating cross-functional decisions so that they can help the company achieve organizational goals. Strategy is a big plan that has a future orientation that will be determined to provide the possibility for an organization to be effective in interacting with the environment which is overall aimed at achieving the goals and objectives of the organization.

Based on the strategy discussion, it can be seen that strategy is a big plan that has a future orientation that will be determined to provide the possibility for an organization to be effective in interacting with the environment which is overall aimed at achieving the organization's goals and objectives.

2.2 Strategic Management

Strategic management is defined as the art and knowledge of formulating, implementing, and evaluating decisions to achieve organizational goals. In achieving an organizational goal, strategic management combines the activities of various parts of the company's functions. In addition, strategic management focuses on the process of setting organizational goals, developing policies and planning to achieve them, and allocating resources to implement policies and plan their achievement (Watunglawar, 2021).

According to Wheelen and Hunger (Nazarudin, 2020), strategic management is a collection of management decisions and actions that determine the long-term success of a company. To achieve long-term organizational success, management decisions and actions must be based on environmental analysis, planned evaluation and monitoring, and implementation of appropriate strategies. In a fairly broad definition, it can be concluded that strategic management is a process that includes formulation, implementation, and evaluation to ensure that an organization has a clear direction and is able to adapt to changes in the internal or external environment.

2.3 Strategy Implementation

According to Pesrce and Robinso (Apriani & Rifda Khaerani, 2022) explain that Strategy Implementation is a step where the strategy has gone through a detailed analysis of the Company's objectives and is implemented in an in-depth policy where each division and function of the Company collaborates and works in accordance with their respective responsibilities. -each. According to Hubeis and Najib (Putri, 2019), strategy implementation is a process that begins after a strategic plan is created.

According to Wheelen and Hunger (Novi, 2020), strategy implementation is a process where a strategy and policy are put into action through development programs, budgets, and procedures, where this process will include changes to the overall culture and management system of the organization as a whole. According to (Watunglawar, 2021) strategy implementation is the next stage after formulating a defined strategy.

From the several quotes above, it can be concluded that strategy implementation is the stage where existing strategic plans are implemented in real action as well. Overall, the goal of strategy implementation is to turn strategic plans into actions that can be implemented so that the organization can achieve its vision and mission well.

2.4 Unemployment

According to Sukirno (Basrowi et al., 2018), unemployment is a situation where a person falls into the workforce aged 15 to 64 years and wants to get a job but has not succeeded. Furthermore, according to Mahdan (Basrowi et al., 2018), unemployment is when someone remains in the workforce who is actively trying to get a job based on a certain wage, but does not get the job they want.

Open unemployment is a type of unemployment where the workforce does not work at all or does not have employment opportunities due to a mismatch between employment opportunities and educational background and skills (Gatiningsih dan Sutrisno, 2017). According to Ali Ibrahim in the book Macroeconomics (Manurung, 2021), unemployment is divided into 4 groups, namely open unemployment, hidden unemployment, seasonal unemployment, and underemployment.

Based on the quotes above, it can be concluded that unemployment is when someone who is part of the workforce does not have a job and is trying to get a job. Includes people who are actually capable of working but cannot find work that suits their skills.

2.5 Conceptual Definition

Implementation of the Strategy of the Manpower and Transmigration Service in Reducing the Unemployment Rate is an effort prepared based on various considerations through programs, budgets, and procedures to carry out obligations to resolve the unemployment problem that exists to date by the East Kalimantan Province Manpower and Transmigration Service.

3. METHODS

The research method used in this research is a qualitative descriptive research method. This research uses a descriptive qualitative approach aimed at systematically, factually and accurately describing the facts and relationships between the phenomena studied and examining the implementation of strategies to reduce unemployment and inhibiting factors in implementing strategies by the Manpower and Transmigration Service of East Kalimantan Province. The focus of this research uses the Strategy Implementation theory according to Wheelen and Hunger, which includes three indicators: Program, Budget and Procedures.

The data sources used are primary data and secondary data. Primary data collection using key informants and informant interviews. Researchers used purposive sampling techniques to determine data sources using informant criteria. Secondary data through data by reviewing several related literature, journals and library materials. As well as data collection techniques using observation, interviews and documentation.

4. RESULTS AND DISCUSSION

4.1 Implementation of the Strategy of the Manpower and Transmigration Service in Reducing Unemployment in East Kalimantan Province

According to Wheelen and Hunger (Novi, 2020), strategy implementation is a process where a strategy and policy are put into action through development programs, budgets, and procedures, where this process will include changes to the overall culture and management system of the organization as a whole. In implementing the strategy by the 2019-2023 East Kalimantan Province Manpower and Transmigration Service Strategy Plan in reducing unemployment, namely increasing the quality and productivity of the workforce, as well as the relevance of education for competency alignment.

In this chapter, the researcher will explain the implementation of the Manpower and Transmigration Department's strategy for reducing unemployment in East Kalimantan Province. In implementing the strategy, researchers used Wheelen and Hunger's theory (Novi, 2020) through 3 stages, namely program, budget, and procedures.

4.1.1 Program

A program is a statement of an activity needed to implement a plan involving internal change (Prasojo, 2018). Based on interviews regarding the implementation of programs to reduce unemployment, the East Kalimantan Province Manpower and Transmigration Service focuses on the Workforce Training and Productivity Program as well as the Workforce Placement Program. The program is implemented through the Manpower Development Sector, UPTD Balikpapan Job Training Center, and UPTD Bontang Job Training Center. Existing programs are important in helping local governments deal with employment problems, including unemployment. The program description can be seen as follows:

a) Training and Workforce Productivity Programs

The training program implemented by the Department of Manpower and Transmigration is a series of activity plans to provide, improve, and develop participants' competency skills so that they can compete in the world of work, fill job vacancies by market needs, and open job vacancies regularly. independent. The implementation of the training and workforce productivity program is carried out by the Regional Technical Implementation Unit of the Industrial Work Training Center located in the cities of Balikpapan and Bontang. The following is an overview of the implementation of the training program based on Competency Clusters at the Regional Technical Implementation Unit of the Job Training Center.

Figure 1. Implementation of Training Based on Competency Clusters
Vocational Welder 3G UP/PF and Office Administration Manager



Source: East Kalimantan Province Manpower and Transmigration. UPTD Bontang Job Training Center

Based on the picture above, is an illustration of the training carried out by the Manpower and Transmigration Service through the Regional Technical Implementation Unit of the Job Training Center in Bontang City with the Welder and Office Administration Manager professions. For further data regarding the realization of the training carried out by Regional Technical Implementation Unit of the Job Training Center in Balikpapan City and Bontang City for the 2021 and 2022 fiscal years as follows:

Table 6. Realization of Training Implementation UPTD Balikpapan Job Training Center

NO.	Sub Vocational	Number of Packages	Number of participants
1.	Heavy Equipment Techniques	3	48
2.	SMAW welding	5	80
3.	Lathe and Milling Machine Operation	1	16
4.	Lathe Operation	4	64
5.	Conventional System Light Vehicle Maintenance	3	48
6.	Installation of Industrial Electrical Automation Installations	3	48
7.	Simple Building Electrical Installation	2	32
8.	Residential AC Installation	2	32
9.	Office Administration Management	3	48
10.	Bread and Cake Making	5	80
11.	Hydropnik	1	16
12.	Mushroom Cultivation	1	16

AMOUNT	36	576
COMPETENT	-	458
INCOMPETENT		22

Data Source: East Kalimantan Province Manpower and Transmigration Service UPTD Balikpapan and Bontang Job Training Center

Based on the data listed in Table 6, namely the relationship between the implementation of training activities at UPTD BLKI Balikpapan, it can be seen that the achievement of strategy implementation, namely training and productivity programs with a total of 36 sub-vocational packages implemented, with a total number of participants of 576 people in 2022 with the number of competent participants 458 people and 22 people incompetent. Next is data on the realization of the implementation of training activities at UPTD BLKI Bontang :

Table 7. Realization of Training Implementation Bontang Job Training Center UPTD 2022

NO.	Sub Vocational	Number of Packages	Number of participants
1.	Teknik Las (Plate Welder SMAW 3G-UP/PF)	2	32
2.	Welding Techniques (Fillet Welder SMAW 3F/PF)	3	48
3.	Electrical Engineering (Simple Building Electrical Installation)	3	48
4.	Automotive Engineering (Light Injection System Vehicle Maintenance)	1	16
5.	Automotive Engineering (Injection Motorcycle Service)	1	16
6.	Business Management (Office Administration Manager)	2	32
7.	ICT (Computer Operator Assistant)	1	16
8.	Garment Apparel (Sewing Adult Women's Clothes)	2	32
9.	Processing (Fish Processing)	1	16
10.	Processing (Bread and Cake Making)	2	32
Amount		18	288
Competent		-	253
Incompetent		-	35

Data Source: East Kalimantan Province Manpower and Transmigration Service UPTD Balikpapan and Bontang Job Training Center.

Based on the data listed in Table 7 which is the realization data for the implementation of training activities at UPTD BLKI Bontang. Based on this data, UPTD BLKI Bontang implemented a total of 20 sub-vocational packages with a total of 288 participants. With the number of competent training participants being 253 people and 35 people being incompetent. The lack of optimal implementation of the training program is because there are still participants who are incompetent during the certification exam, thus hampering workforce absorption. The problems that exist are due to the lack of commitment of participants in carrying out training, such as often not allowing permission to take part in training, which results in not mastering the theory and practice presented by the instructor.

Based on interviews conducted by researchers, it can be seen that in implementing the final stage of the training program, namely the implementation of the Job Competency Test, the aim is to ensure that prospective workers have relevant skills, and quality by the standards set by BNSP (National Body for Professional Certification) and help maintain high quality and competency standards in various industrial sectors. The Job Competency Test provides an objective assessment of the skills

and knowledge of training participants so that the results obtained are trusted and accepted by all interested parties. Therefore, incompetent participants cannot get a BNSP certificate to ensure that all participants truly meet quality and safety standards in the job market.

b) Workforce Placement Program

One of the strategy implementations carried out by the East Kalimantan Province Manpower and Transmigration Office to reduce unemployment is the existence of a workforce placement program. Article 1 paragraph 1 of the Minister of Manpower Regulation Number 39 of 2016 concerning Workforce Placement, explains that Workforce Placement is a placement service activity provided to job seekers to obtain work according to their talents, interests, and abilities, and to employers to fill job vacancies in accordance with the required position requirements.

Based on the results of the interview, it was explained that the East Kalimantan Province Manpower and Transmigration Service through the Job Training Center UPTD collaborates with companies/industries to maximize the implementation of the Workforce Placement Program. However, the implementation of workforce placement has not been optimal, namely that more than 50% of participants who took part in the training have not been placed.

The following is the realization of the implementation of the Balikpapan and Bontang Job Training Center UPTD Workforce Placement Program for 2021-2022.

Table 8. Realization of Workforce Placement Implementation UPTD Balikpapan and Bontang Job Training Center 2021-2022

Year	UPTD BLKI BALIKPAPAN			UPTD BLKI BONTANG		
	Training Participants	Government / Private Agencies	Businessman	Training Participants	Government / Private Agencies	Businessman
2021	464	238	188	352	90	127
2022	576	294	85	288	37	15

Data Source: East Kalimantan Province Manpower and Transmigration Service UPTD Balikpapan and Bontang Job Training Center

Based on table 8 is the realization of the implementation of the Workforce Placement Program by the East Kalimantan Province Manpower and Transmigration Service through the Balikpapan and Bontang Job Training Center UPTD. Data shows that the realization of the workforce placement program has yet to reach the maximum level. In 2022, UPTD BLKI Balikpapan will have 197 participants who have yet to be placed out of 576 registered training participants, likewise with UPTD BLKI Bontang, where 236 participants out of 288 training participants have not been placed. The interview results showed that the job placement program did not reach optimal levels due to several factors. One of them is the lack of cooperation between the Manpower and Transmigration Service and companies or industries, as well as a mismatch between the vocational training provided and the company's needs. Therefore, in the training process, participants also integrate entrepreneurship training, focusing on finding work in a company or industry and being encouraged to start their own business. Apart from that, training participants are also given the freedom to decide whether to do an internship or work independently and will be given a letter of recommendation from the UPTD Job Training Center.

Next is the Workforce Placement Program which is implemented by the East Kalimantan Province Manpower and Transmigration Service through the Development Sector, namely the Job Market Information Center. The strategy implemented by the Manpower and Transmigration Department is to reduce the unemployment rate by facilitating the provision of complete information regarding the market and job opportunities, as well as various service programs available for job seekers.

The following is the information center and workforce placement for the Manpower and Transmigration Department of East Kalimantan Province:

Figure 1. Information and Staff Placement Center



Source: Instagram @infolokerkaltim

Picture 4.1 describes the labor information center which can be accessed via Instagram and managed by the Manpower Office, namely @infolokerkaltim. The job vacancy information provides information about job vacancies available in various industrial sectors including job requirements and required qualifications. Apart from the Labor Information Center, there are strategies implemented through job placement programs to reduce the unemployment rate by the East Kalimantan Province Manpower and Transmigration Office, namely activities Job market fair. The market fair organized by the East Kalimantan Provincial Manpower and Transmigration Office is an event where various companies, organizations, and educational or training institutions gather to meet job seekers. The main goal of the job market fair itself, namely to provide direct meeting facilities between job seekers and employers to enable them to interact with each other, exchange information, and carry out the recruitment process directly.

The following is a recap of the realization of the implementation of Labor Market Information carried out by the East Kalimantan Province Manpower and Transmigration Service in 2022.

Table 9. Job Market Information in 2022 East Kalimantan Province Manpower and Transmigration Service

No.	Kab/Kota	Pencari Kerja	Lowongan	Penempatan
	Samarinda	4.261	2.590	1.878
	Balikpapan	4.077	823	1.630
	Kutai Kartanegara	13.622	1.343	335
	Paser	2.592	462	657
	Berau	6.215	2.282	2.282
	Bontang	8.401	2.921	2.232
	West Kutai	3.116	388	388
	East Kutai	3.815	5.580	2.485
	North Penajam Paser	1.149	44	447
	Mahakam Ulu	-	-	-
JUMLAH		47.254	16.433	12.334

Data Source: Provincial Manpower and Transmigration Office. East Kalimantan Development Sector as of December 2022

Table 9 shows the realization of the workforce placement program through Job Market Information (IPK) in 2022. In its implementation, the job market information program implemented by the Department of Manpower and Transmigration (Disnakertrans) has been implemented well by providing job vacancy information facilities, however, in terms of absorption less than optimal, seen from the number of job seekers of 47,254 and 16,433 job vacancies, only 12,334 people were absorbed. Based on the results of interviews with informants, it was explained that the workforce placement program was not optimal due to several factors, including the skills and qualifications of job seekers not matching the needs of available vacancies, in addition to a mismatch between the location of job seekers and the location of job vacancies, especially if job vacancies are in different areas from where the job seeker lives.

4.1.2 Budget

The East Kalimantan Province Manpower and Transmigration Service budget is in the form of a financial plan prepared to allocate the financial resources it has to carry out the programs in the strategic plan to reduce unemployment. The main objective of the budget is to ensure strategic financial management which covers the performance targets or expected achievements of each program and activity carried out.

Based on the data obtained, the budget source for implementing the Manpower and Transmigration Department's activity program in reducing unemployment comes from the Regional Revenue and Expenditure Budget (APBD) of East Kalimantan Province and the State Revenue and Expenditure Budget (APBN). Based on budget realization data sourced from the East Kalimantan Province Manpower and Transmigration Office Performance Report, the budget used to run the program was IDR 27,971,257,771 with a realized budget of IDR 26,236,556,768. There is a remaining budget of 1,734,701,003 which comes from the remaining procurement of goods and services.

4.1.3 Procedure

The procedures implemented by the East Kalimantan Province Manpower and Transmigration Service in reducing unemployment are a series of steps taken to carry out the planned strategy and ensure that the strategic plan is carried out effectively. In this case, the East Kalimantan Province Manpower and Transmigration Service has an SOP (Standard Operating Procedure). The Standard Operating Procedures owned by the Manpower and Transmigration Service refer to the Regulation of the Minister of Manpower and Transmigration of the Republic of Indonesia Number 8 of 2014 concerning Guidelines for Organizing Competency-Based Training for Workforce Training and Productivity Programs. And Minister of Manpower Regulation Number 39 of 2016 concerning Workforce Placement for the implementation of the Workforce Placement Program.

In implementing competency-based training procedures, refer to the Regulation of the Minister of Manpower and Transmigration of the Republic of Indonesia Number 8 of 2014 concerning Guidelines for Implementing Competency-Based Training. With procedures implemented by the Manpower and Transmigration Service, namely identifying the job market to analyze job market demand, training program planning includes curriculum design such as training materials and training methods based on the Indonesian National Job Competency Standards. Next is the implementation of training by providing facilities and materials including training rooms, equipment, and instructors.

Next, the implementation of the Workforce Placement Procedure referring to the Minister of Manpower Regulation Number 39 of 2016 concerning the Placement of Transmigration Workers has been implemented. Based on the results of the interview, it was explained that the workforce placement procedure had been carried out well in accordance with predetermined procedures, involving several steps to ensure the workforce placement process ran well in accordance with the predetermined targets. The first step is to register, identify skills and training, announce job vacancies, select workers, and place workers. After that, monitoring the workers who have been placed to ensure they work according to the contract and get their rights. Standard Operating Procedures are implemented to create a workforce placement system that is more structured, and professional, and provides maximum protection for workers.

4.2 Factors Inhibiting the Implementation of the Manpower and Transmigration Department's Strategy in Reducing Unemployment in East Kalimantan Province

The inhibiting factor in implementing the Manpower and Transmigration Department's strategy for reducing unemployment is the lack of commitment from training participants so that the strategy can be implemented optimally. Based on interviews conducted, the researcher explained that in the implementation of the training, there were still participants who were incompetent or did not pass the competency test because many participants were not disciplined in participating in the training. Based on the results of the interview, it was stated that the implementation of the workforce placement program was not optimal due to several factors, including the lack of maximum cooperation between the government and companies/industry which resulted in less effective employment, the skills and qualifications of job seekers did not match the needs of vacancies, it seemed that there were many prospective workers. who do not yet have the specific skills required by the company so they cannot meet the qualification requirements. Apart from that, the mismatch

between the job seeker's location and the place of residence causes logistical difficulties and additional costs for job seekers who have to move.

5. CONCLUSION

The implementation of the Manpower and Transmigration Service's strategy to reduce the unemployment rate in East Kalimantan Province has not achieved optimal results because the existing program objectives have not produced the expected output. This can be measured through several indicators, namely: first, from the Program indicator, in the implementation of the training program and workforce placement program, it has not run optimally. Next, the second indicator is the Budget; the Budget used for program implementation comes from the Regional Revenue and Expenditure Budget (APBD) and the State Revenue and Expenditure Budget (APBN) has been well realized. The third indicator is Procedure; in implementing the strategy, it is in accordance with the Operational Standards that the Manpower and Transmigration Service of East Kalimantan Province has determined. However, there are several inhibiting factors in its implementation, namely the implementation of the program has not been optimal due to lack of commitment from training participants, lack of maximum cooperation with companies, and inappropriate skills possessed by job seekers.

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