

Implementing Unemployment Reducing Strategy by the Manpower Office in Ciamis Regency

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ABSTRACT

The background that is an indicator of the problem in this research is the increase in the open unemployment rate from 5.16% in 2019 to 5.66% in 2020, and less than optimal use of digital platforms to disseminate information. Thus, this study aims to determine and analyze the implementation of the Strategy for Reducing Unemployment by the Manpower Office in the Ciamis Regency. The research method used is descriptive qualitative. The data used is sourced from primary data originating from the Ciamis Regency Manpower Office and the community, while secondary data is obtained through documentation studies and literature studies in the form of documents, research reports, books, internet, scientific essays, and readings. other. Data collection techniques were carried out through interviews, observations, and literature studies. The data analysis techniques used include data collection, data reduction, data presentation, and verification. Based on the results of the research that the Implementation of the Strategy for Reducing Unemployment by the Manpower Office in Ciamis Regency has been carried out well, this can be seen from the priority programs, namely training and placement of prospective workers with budget sources coming from the Regional Revenue and Expenditure Budget (APBD), however, the utilization of the information system has not been optimally utilized, even though there has been a management team. Suggestions that can be done next are related to the use of digital platforms, it is necessary to get more attention because this can improve services and provide convenience for the community to find out more information regarding the various services available at the Manpower Office.

Keywords: Strategy, Manpower Office, Unemployment.

1. INTRODUCTION

In developing countries like Indonesia, unemployment is a complex problem that intersects with other problems such as poverty. The absence of work in the workforce affects people's welfare due to lower levels of income to meet daily needs. If this problem persists for a long time, it will lead to a socio-economic crisis.

Unemployment can be caused by several factors, including lack of employment opportunities or not proportional to the number of existing workers, lack of skills or competencies possessed by prospective workers to work, and also low levels of education.

The impact of this pandemic increases the unemployment rate which causes a decrease in industrial activity which leads to layoffs (PHK), while in Indonesia there are 27.55 million poor people (CNN Indonesia, 2021). In addition, the impact of this pandemic has forced 15 companies in Ciamis to repatriate several employees, at least 69 employees were laid off due to a reduction in the company's burden (Pikiran Rakyat, 2020). The following is a table that shows the conditions in Ciamis related to this:

Table 1. Population Aged 15 Years Old and Over by Type of Main Activities in Ciamis Regency

Main Activities	Year		
	2018	2019	2020
Labor Force Participation Rate (TPAK)	66.67	67.39	71.41
Open Unemployment Rate (TPT)	4.64	5.16	5.66
Employment Opportunity Level (TKK)	95.36	94.84	94.34

Source: BPS in Ciamis Regency in 2021 Figures.

Unemployment is a strategic issue in the Ciamis Regency Medium-Term Development Plan (RPJMD) 2019-2024 at the 11th point, namely poverty, unemployment, and employee management. One of the fundamental aspects of human life is employment, therefore every development effort is often aimed at increasing job opportunities and business opportunities, so that everyone can feel the benefits directly from the existence of development. In article 27 paragraph two of the 1945 Constitution "Every citizen has the right to work and a decent living for humanity". Thus, all Indonesian citizens have the opportunity and have the same rights based on each person's ability to find work, so that from this there is a hope to support themselves and have decent life stability.

In Article 4 of the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower, it is stated that Manpower development aims to:

- a. Empower and utilize the workforce optimally and humanely.
- b. Realizing equal employment opportunities and providing manpower following the needs of national and regional development.
- c. Protect workers in realizing prosperity.
- d. Improving the welfare of workers and their families.
- e. Empowerment and utilization of manpower are intended to be able to provide the widest opportunity for Indonesian workers.

In addition, in Article 2 of the Ciamis Regency Regional Regulation Number 9 of 2014 concerning the Implementation of Manpower, it is stated that the objectives of the implementation of manpower are:

- a. Provide services to job seekers to obtain jobs both within and outside the employment relationship and employers in filling job vacancies according to their talents, interests, and abilities;
- b. Realizing a workforce that has work competencies to be able to compete in the labor market; and
- c. Protect workers in realizing welfare.

Unemployment is included in the mandatory non-basic service affairs. In Article 2 paragraph 1 of Ciamis Regent Regulation Number 45 of 2016 concerning Duties, Functions, and Work Procedures of Organizational Elements of the Manpower Service, it is stated that the Manpower Office is the implementing element of government affairs in the field of manpower and transmigration.

To achieve a goal requires steps taken by an organization, this is following what was conveyed by Siagian (2015: 53) that "all efforts in achieving the goals of various organizational goals require a solid and clear strategy". Based on initial observations, several indicators of the problem were obtained, namely:

1. An increase in the open unemployment rate from 5.16 % in 2019 to 5.66% in 2020 in Ciamis Regency.
2. Less than optimal in utilizing information systems to disseminate information about job vacancies and training on various digital platforms that have been owned by Disnkaer.

2. LITERATURE REVIEW

2.1. Strategy Definition

Strategy according to Salusu (2015: 72), is "the art of using organizational skills and resources to achieve its goals through effective relationships with the environment in

favorable conditions". In addition, in the Big Indonesian Dictionary (KBBI) the strategies are:

1. the science and art of using all the resources of the nation to carry out certain policies in times of war and peace;
2. the science and art of ordering troops to fight the enemy in times of war, under favorable conditions;
3. careful planning of activities to achieve certain goals;
4. place according to war tactics.

According to Chandler (in Santoso, 2011: 1), "strategy is the identification of long-term fundamentals and business goals, implementing a series of actions, and the allocation of substantial resources". This is supported by the opinion of Child (in Santoso, 2011: 115), which states that "strategy pays special attention to the direction and scope of the organization in the long term. In addition, the strategy also pays attention to the position of the organization itself and its environment.

Another view has also been conveyed by Siagian (2015: 53) that "all efforts to achieve the goals of various organizational goals require a strong and clear strategy". In the business environment, strategy is often defined as a conscious statement by management about the areas of activity in which the organization will be involved and in which the activities of the organization will advance and develop in the future.

From the various definitions of strategy above, it can be concluded that the concept of strategy according to the author assumes that strategy is an effort that is prepared based on different considerations to achieve an organizational goal by using the available resources within a certain period.

2.2. Strategy Stage

According to Sedarmayanti (2014: 35), there are important strategic management models, including:

1. Strategy formulation: reflects the existence of organizational goals and objectives to describe/describe the organization's mission.
2. Strategy Implementation: Describes how the organization's goals and objectives will be implemented.
3. Strategic Evaluation: The activity of measuring, evaluating, and providing feedback on organizational performance.

The same thing was also expressed by David (2016:67) explaining that the strategy process consists of three stages, specifically as follows:

1. Strategy formulation. Strategy formulation includes developing a vision and mission, identifying the organization's external opportunities and threats, recognizing internal strengths and weaknesses, setting goals, finding alternative strategies, and selecting specific strategies to achieve goals. Strategic decisions encourage organizations to commit to certain products, markets, resources, and technologies over a long period. Strategy formulation determines long-term competitive advantage.
2. Strategy implementation. Implement strategies to set annual goals, develop policies, and motivate and allocate resources so that the developed strategies can be implemented. Strategy execution includes developing a culture that supports strategy, creating an effective

organizational structure, reimplementing marketing efforts, preparing budgets, and developing and deploying management systems, information management, and the relationship between employee compensation and organizational performance. If the developed strategy is not implemented properly, it will be in vain.

3. Strategy assessment. Strategy evaluation is the final step where a leader knows when a particular strategy is not working; Strategic assessments or evaluations are the primary means of obtaining this type of information. All strategies are subject to change in the future as various external and internal factors are constantly changing.

Meanwhile, according to Hunger and Wheelen (in Agung, 2020: 4) that there are several basic dimensions or elements in the implementation of the strategy, namely as follows:

1. Environmental observation is a response process that which some information that has been collected and obtained from the results of environmental analysis is divided into 2 (two) parts, namely the internal environment and the external environment that was previously observed.
2. Strategy formulation is the stage of developing long-term plans to effectively manage opportunities and threats from the environment, in terms of strengths and weaknesses.
3. Implement strategy. The process by which management implements its strategies and policies through the development of programs, budgets, and procedures.
4. Evaluation and control is the process by which the activities and work results of the organization are monitored and the actual performance is compared with the desired performance results.

Based on several expert opinions that suggest the stages of strategy, the author chooses the stages of strategy according to David (2016) in which there are one of three aspects that will be used as an analytical tool by researchers, namely the implementation of strategies because in it it is described how a strategy that has been prepared previously can be run.

2.3. Strategy Level

In Salusu (2015: 71), in general, there are three levels of strategy in public organizations based on the level of management, namely top management, middle management, and lower management. The three levels of the strategy are:

1. Organizational strategy (*grand strategy*), namely the formulation of the vision, mission, values, long-term plans, and others.
2. The department's strategy is to align how the vision is best aligned with the operational and management plans.
3. The functional strategy (*operational strategy*) focuses more on the use of resources as efficiently and effectively as possible.

Meanwhile, according to Rangkuti (2016:11), there are three levels of strategy, namely corporate-level strategy, business unit-level strategy, and functional strategy.

1. Corporate Level Strategy. Corporate strategy is a structured strategy in business when the business will compete by turning different skills into a competitive advantage.
2. Business Unit Level Strategy. Firms that produce many different types of products will compete in different levels of activity or markets. Therefore, the commercial strategy can be placed in the Strategic Business Unit (SBU). In principle, an SBU has the following characteristics:
 - a. Have a mission and strategy. Produce products or services related to the mission and strategy.
 - b. Producing a product for a specific service.
 - c. Compete with famous rivals.
3. Functional Strategy. Strategy is more precisely formulated following management's functional activities. This functional strategy is more operational in nature because it will be carried out directly by the management functions that supervise it, such as production/operations management, marketing management, marketing functions, and others. financial management and human resource management functions.

In addition, according to Higgins (Salusu, 2000: 101) explains that there are four levels of strategy, namely:

1. *Enterprise Strategy*. This strategy relates to community response, which shows that the organization is working and trying to provide good service to the needs and needs of the community.
2. *Corporate Strategy*. This strategy is related to the mission of the organization, so it is often called the main strategy covering the areas in which the organization is involved.
3. *Business Strategy*. Strategy at this level describes how to capture the market in society.
4. *Functional Strategy*. This strategy is a supporter of the success of other strategies. There are three types of functional strategies, namely: (a) functional economic strategies, which include functions that enable the organization to function as a healthy economic unit; (b) the strategic management function, including the management function; (c) strategic equity strategy, the main function of which is to control the environment, both known environmental situations and changing circumstances.

2.4. Unemployment Overview

Prasetyo and Rakhmadian (2019:38) define Unemployment as a person who during a certain reference period, especially at the age of the active population, does not work, in the sense of being paid or working independently. This is in line with what was stated by Payman J. Simanjuntak (in Prasetyo and Rakhmadian, 2019: 38) Unemployment is a person who does not work in the labor force who does not work at all or works less than two days a week before the enumeration and tries to get a job.

According to Mulyadi Subri (2003:60-61), the types of unemployment include:

1. *Open Unemployment* is part of the workforce who are unemployed and are actively looking for work.
2. *Underemployment* is the difference between the amount of work a person does on the job and the amount of work he or she is normally able and willing to do.
3. *Visible Underemployment* is when a person works part-time against his will or works less than usual.
4. *Invisible underemployment* is when a person works full time but the job is deemed insufficient because the income is too low or the job does not allow him to develop all his skills.
5. *Disguised Unemployment* is when they are included in work activities in the workforce, but in fact, they are unemployed in terms of productivity.
6. *Frictional unemployment* is unemployment that occurs because a person moves from one job to another, so there must be a grace period and unemployment status before getting another job.

2.5. Labor

In Article 2 of the Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower, it is stated that manpower is anyone who can do work to produce goods and/or services both to meet his own needs and for the community.

According to Mulyadi Subri (2003:59): "*Manpower* is a population of working age (aged 15-64 years) of the total population in a country who can produce goods and services if there is a demand for their labor, and if they willing to participate in these activities".

In Asyhadie and Kusuma (2019:1-3) in general, the workforce is everyone who can work, except:

1. Children under 14 years of age.
2. People who are still in school full-time.
3. People who for some reason are unable to work. People who for some reason are unable to work, namely there is a certain thing that does not allow that person to have a working relationship with other parties. For example, because the person concerned:
 - a. Prolonged illness or total permanent disability.
 - b. Prisoners.
 - c. Militia, or carrying out state orders to exercise state sovereignty.

3. RESEARCH METHOD

The type of research used is descriptive qualitative research. Qualitative research means looking for meaning, and understanding a phenomenon or event by being involved or not directly involved in the *setting* being studied (Yusuf,

2014: 328). While descriptive is research that aims to provide a description, explanation, and validation of a phenomenon (Ramadhan, 2021:7).

The data used include primary data obtained from the first source through interviews, observations, and others. The main informant in this study was from the Manpower Office of the Ciamis Regency. While the secondary data was obtained through the study of documentation and literature study.

The data analysis techniques used according to Miles and Huberman (Sugiyono, 2019), are:

1. Data collection.

In this case, the researcher thoroughly reviews the situation/subject under study, so that various data will be obtained from this.

2. Data reduction.

Furthermore, after the data is obtained, data reduction is carried out according to what is the focus of research based on theory.

3. Data visualization

After the data, the next step is to present the data in the form of short descriptions, graphs, relationships between categories, and others. At this point, it will be easier for you to understand what happened and plan your next work.

4. Conclusion

At this stage, a conclusion is drawn with valid evidence. Findings from qualitative research are provisional and will evolve.

4. RESULTS AND DISCUSSION

The results of research conducted on the implementation of strategies to reduce unemployment by the Manpower Service in Ciamis Regency, according to David Fred. R (2016:7) the implementation of the strategy is as an action stage which means carrying out the strategy that has been prepared. From the opinion expressed by the expert above that in the implementation or implementation of the strategy, namely where programs and policies are implemented, supported by other resources that can facilitate the course of the strategy, without program implementation it will never know to what extent the strategies that have been designed can successfully achieve a purpose or not.

The training of prospective workers and the placement of prospective workers are the main programs carried out by the Department of Manpower in carrying out strategies as an effort to reduce unemployment. The prospective workers are trained according to the interests of the prospective workers or take part in the training programs provided without any coercion. All of these programs are carried out in line with the vision and mission carried out by the Regent and Deputy

Regent of Ciamis Regency. The following are the training organized by the service in 2021, namely:

Table 2 . Number of Workers Who Received Training

NO	KIND OF SERVICE	THE YEAR 2021 (02 DECEMBER 2021)		
		L	P	JML
1	Making AK.1	4.177	3,947	8.124
2	Passport Recommendation Pembuatan	12	40	52
3	Labor Placement	664	714	1.378

Source: Field of Training and Productivity of the Ciamis Regency Manpower Office, 2021.

Based on the table above, there are two types of training for prospective workers, namely competency-based training where in this case prospective workers are trained according to the skills required by the industry or workplace with a total of 280 people receiving this type of training in 2021. Meanwhile, training entrepreneurship-based, namely prospective workers are prepared or equipped with skills to become entrepreneurs, with a total of 325 people receiving training in the same year.

In addition, there is the next main program, namely the placement of prospective workers. In the field of placement and expansion of job opportunities at the Manpower Office, there are several types of services, namely as follows:

Table 3. Type of Service

Competency-Based Training	Entrepreneurship Based Training
1. Welding training	1. Catering (mushrooms, nutmeg, snacks)
2. Sewing vocational	2. Fish cultivation
3. Computer vocational	3. Processed fish feed
4. bridal makeup	4. Hand crafted rope
	5. Coffee Barista
280 people	325 people
Total number: 605 people	

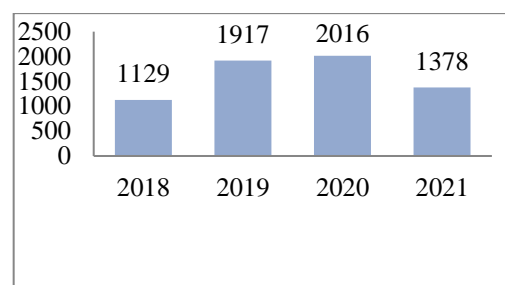
Source: Manpower Placement and Transmigration Division of the Ciamis Regency Manpower Office, 2021.

Information:

1. The most job seekers with a high school education are 7,101 or 87.41 % of the total seekers in 2021.
2. Most job seekers came from Ciamis District as many as 740 people (9.11 %) and Pamarican District as many as 561 people (6.91%)
3. The destination country for the highest PMI placement is dominated by Hong Kong as many as 25 people.

The following is a table showing the number of workforce placements:

Table 4. Number of Workforce Placements in 2018-2021



Source: Manpower Placement and Transmigration Division of the Ciamis Regency Manpower Office, 2021.

From the table above, in three years from 2018, the number of prospective workers placed has increased but in 2021 it tends to decrease. The placement field in this case seeks to find job vacancies by conducting assessments both with the Service Technical Implementation Unit (UPTD) in Ciamis and outside the Regency.

In addition to a good program, of course, there must be human resources (HR) as implementers and also an adequate budget. There are 40 human resources at the Manpower Office, including 19 civil servants and 21 non-civil servants. However, for the provision of motivation, it has not been massively carried out by superiors as an effort to maintain enthusiasm in carrying out their duties, but each PNS employee has an Employee Work Target (SKP) which must be carried out according to the target of each of the main tasks and functions they have. While the existing budget for this service comes from the Regional Revenue and Expenditure Budget (APBD).

For the development and use of information systems at the Manpower Office itself, it can be seen through the results of observations through the bulletin board at the Manpower Office, that there has been the dissemination of information regarding information that is dominated by job vacancies. Meanwhile, good social media accounts owned by the Department of Manpower obtained information that for the Disnaker Instagram account named

@disnaker_Ciamis, there were various photo uploads, most of which were related to job vacancies, but the upload ranges tended to be unscheduled but more incidental. This is also similar to the website owned by Disnaker, namely disnaker.Ciamiskab.go.id whose uploads tend to be incidental. As for the Twitter account named @Disnaker_Ciamis with the last upload in December 2020, it can be seen that this Twitter account has not been used for a long time.

As for the development and use of information systems within the Department of Manpower, it can be seen from the results of observations through the bulletin boards in the Office that it is sufficient to display information such as job vacancies and important dates of service at the Office. Meanwhile, on social media accounts, there is the Disnaker Instagram account, @disnaker_Ciamis, in which there are various photo uploads that mostly provide information related to job vacancies, but the range of uploads tends to be unscheduled but more incidental. This is also similar to the website owned by Disnaker, namely

disnaker.Ciamiskab.go.id whose uploads tend to be incidental. As for the Twitter account named @Disnaker_Ciamis with the last upload in December 2020.

With advances in technology and various facilities offered, public sector organizations should be able to take advantage of these opportunities to be able to disseminate information to the public, most of whom are currently active users of the internet, especially social media. The Manpower Office itself is already able to take advantage of digital as evidenced by its social media accounts and websites. However, the information displayed tends to be incidental and there are no scheduled regular uploads even though the management team has been involved. In the field, most of the information that is known by the public at the Manpower Office itself is only the making of a yellow card or AK.1.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of research through observations and interviews, it can be concluded that the implementation of the strategy to reduce unemployment by the Manpower Service in Ciamis Regency has been going well, this is because, in the dimensions of implementing the strategy, the priority program is training and placement of prospective workers with budget sources. in the Manpower Office, it comes from the APBD, but for the digital platform it has not been fully utilized, this can be seen from the range of unscheduled uploads and tends to be incidental even though there is a management team.

5.2. Suggestion

For the Department of Manpower, it is necessary to pay more attention to the development and use of information systems, especially on *digital platforms*, this is intended so that the public can know about the various services available at the Manpower Office.

For the Regional Government of Ciamis Regency, it is necessary to continue to strive to expand employment opportunities because this is also in line with the vision and mission carried out by the Regent and Deputy Regent of Ciamis Regency.

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